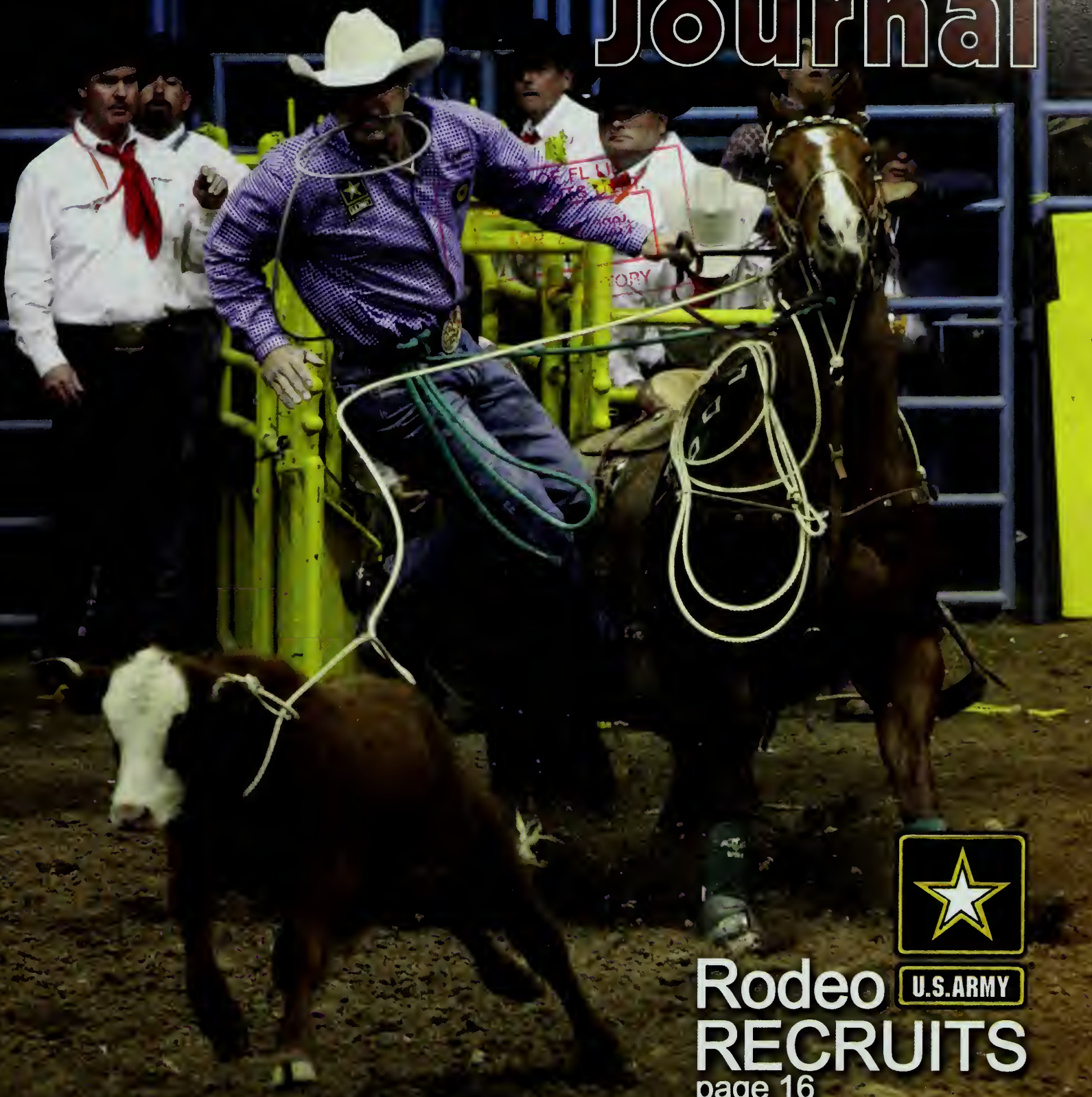


RECRUITER

United States Army Recruiting Command April 2004

Journal



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RECRUITER

United States Army Recruiting Command

Journal

April 2004, Volume 56, Issue 4

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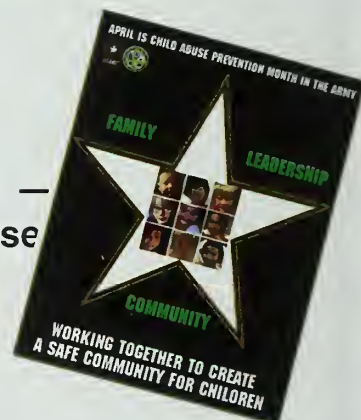
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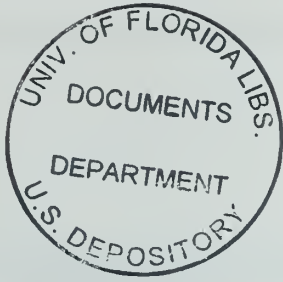


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20 Delayed Entry Program Division Institutional Training on the Horizon

The concept of drill sergeants training DEP/DTP members isn't new. Many recruiters have great working relationships with nearby units; however, the intent is to formalize the process across the command to maximize training opportunities.



Front Cover: Cody Ohl competes enroute to the 2003 World Championship in Tie Down Roping. (Photo courtesy of the PRCA)

Quiet Professionals Make a Winning Team

A current Army video shows that in the Army, as well as in the NHRA, success is the result of four factors: power, speed, technology and teamwork. Today, I want to focus on one of those factors – teamwork.

Over the past few months, I have gone behind the scenes at NHRA events and witnessed the absolutely superb performance by the crews of mechanics who keep the dragsters ready for competition. These quiet professionals may not receive the same media and public attention as the drivers, but I am sure that if you were to ask Tony Schumacher the basis of his success, he would quickly reply that it is the performance of his team.

At an NHRA competition, the crew of mechanics has 75 minutes between heats to strip down the dragster's engine, diagnose any mechanical flaws, make the necessary repairs, rebuild the engine, reinstall it, and put the dragster back on the track. This is quite a challenge, and they meet the challenge.

But what remains so striking to me is that the crews go about their demanding task in near silence. Each team member knows exactly what he or she needs to do, and how their actions must mesh with the actions of the other team members.

Each executes his or her tasks to an established rhythm to achieve the shared goal of getting the vehicle back into the race. Watching them as they silently go about their tasks, one sees the grace of precise, purposeful movement. This is truly teamwork at its finest.

“But what remains so striking to me is that the crews go about their demanding task in near silence. Each team member knows exactly what he or she needs to do, and how their actions must mesh with the actions of the other team members.”

How do these professionals reach this level of perfection? The answer is simple: It is the combination of motivated team members and a dedicated leader, in this case the crew chief. The crew chief trains, rehearses and leads the team through these processes until they become second nature. The crew chief is a trainer as well as a mentor. While the crew chief himself seldom works on the engine, through his leadership, the crew executes its mission quickly, efficiently, and flawlessly.

One can draw an analogy between the role of the crew chief and the Recruiting Station Commander. In both cases, the



Maj. Gen. Michael D. Rochelle

mission is accomplished not by the leader, but through the efforts of the individual recruiters or mechanics. However, the success of the team in both cases is a direct reflection of the leadership and mentoring capabilities of the crew chief or Recruiting Station Commander. This is the essence of leadership.

During this, the Year of the Recruiting Station Commander, I urge each member of the recruiting team to ponder this analogy. Recruiters, have you internalized the routines that you must execute to be successful in achieving mission? Have you developed the necessary skills to the point that you can execute them as almost second nature? Station Commanders, have you trained, mentored, and counseled your recruiters so that their performance is the best it can be?

Of the four factors to success: power, speed, technology and teamwork, teamwork is the most critical. For without teamwork, the other factors cannot yield success.

Whether one looks at the station, company or battalion level, Recruiting Command has both the team members and the leaders who know how to achieve a common goal. That is how we continue to provide the strength to America's Army, not unlike our partners on the NHRA Army Team.

Detailed Recruiter Extensions and FAST TRACK

On recent field inspections, I have witnessed anxieties and concerns about detail recruiter extensions and the 79R FAST TRACK reclassification initiatives. Message traffic through formal channels and the “grapevine” have combined to confuse what were intended to be two positive tools to stabilize USAREC’s personnel strength.

Questions posed to me have run the gamut: Will I be involuntarily reclassified to MOS 79R? Why am I being stabilized as a detailed recruiter? Will previous recruiters deemed qualified for FAST TRACK be involuntarily reclassified to MOS 79R without USAREC input? Will these Soldiers receive a conversion bonus? And if so, why don’t detailed recruiters who volunteer to convert under USAREC’s 79R Conversion Program receive a bonus? And the list goes on ... all with legitimate answers.

Our Army is supporting a nation at war. During war, the main priority for resources has to go toward supporting the war effort — no difference in the current operating environment. Manning the force — meeting Army end strength — is also a top priority for senior Army officials.

Typically USAREC is manned as a priority unit at 102 percent of its authorizations, the same as for drill sergeants assigned to TRADOC. Over the past year, the Human Resources Command has been severely challenged to fill drill sergeant and recruiter positions given the need to divert resources to support the Global War on Terrorism. Realizing that truly “the Army Starts Here” within USAREC and AAC — the entire accessioning process, HRC has tried to come up with viable solutions to fix USAREC’s impending manning shortfalls.

Due to current operational commitments and unavailability of sufficient NCOs to backfill detailed recruiters, HRC mandated one-year extensions for approximately 1,100 currently serving recruiters with projected tour completion dates between Feb. 1 and Dec. 31, 2004. If needed, this window will most likely be expanded to meet the command’s future manning needs.

Involuntary stabilization is not designed to punish or penalize Soldiers, but to ensure that USAREC maintains a fully manned and motivated field force to meet increased mission requirements. As laid out in the initial guidance, exceptions will be entertained for higher priority assignments and meritorious individual Soldier requests for exemption of involuntary extension.



Command Sgt. Maj. Harold Blount

FAST TRACK is another HRC initiative targeted at 79R strength management only. While some message traffic may have alluded to potential involuntary reclassification to 79R for certain overage MOSs, the intent of the program is to provide USAREC leadership viable volunteer applications to review and approve.

The program is not designed to “short circuit” USAREC’s current 79R Conversion Program nor designed to replace it. Letters may have been sent to Soldiers with SQI “4” — previous and current detailed recruiters — alerting them of the option and criteria to reclassify to MOS 79R. Only Soldiers who volunteer and meet current standards for conversion will be considered for reclassification. There will be no involuntary reclassifications. Currently, no monetary bonus is associated with reclassification to MOS 79R. While there are ongoing discussions about reinstating the 79R Reclassification Bonus, no decision has been made.

Understanding that I have only provided a sketchy overview of these topics, I ask those who have additional questions or concerns to address them through supervisory channels for clarity and resolution. I leave you with one thought: We can not fail the mission — too much is at stake!

Routinely, General Schoomaker, CSA, closes his written correspondence with the following question: “Are you wearing your dog tags?” The CSA recognizes that all Soldiers — regardless of branch or affiliation — must possess a fierce warrior ethos and spirit to effectively prosecute the GWOT. He is asking all to “stand up and be accounted for.” The nation is at war and all must do their part to ensure that our way of life is preserved. Along with a proud Army and a grateful nation, I personally salute every Soldier, civilian and contractor who faithfully contribute to the daily fight of “Providing the Strength for America’s Army. Thanks!”



By Chaplain (Lt. Col.) Lyndell E. Stike

An instruction manual for those serving with the Peace Corps in the Amazon tells people how to escape from hungry pythons.

It reads, "Remember not to run away, the python can run faster. The thing to do is to lie flat on the ground on your back with your feet together, arms at your side, head well down. The python will then try to push its head under you, experimenting at every possible point. *Keep calm!*"

"You must let him swallow your foot. It's quite painless and it will take a long time. If you lose your head and struggle, he will quickly whip his coils around you. If you keep calm and still, he will go on swallowing. Wait patiently until he has swallowed up to about your knee. Then carefully take out your knife and insert it into the distended side of his mouth and with a quick rip, slit him up."

Now, I'm not so sure that I would have the resolve to let a hungry snake devour my foot! Many of us would consider some other means of escape before finding out if the instructions in that manual were correct.

In USAREC, you may feel like the python has your leg if not your entire torso. Have you developed a plan to survive the stress and demands of your mission? If not, may I suggest the following:

Develop and maintain your priorities. Each of us must take the time to visualize what is important to us. Our values should serve as the foundation stones in conceptualizing activities that matter most to our family and to us. When our priorities are clearly defined and articulated, decisions are easier and less stressful.

Balance your life. Sometimes our priorities find themselves in conflict with one another. When career, family and play all rate high on our priority list, they will inevitably clash. Soldiers must be able to balance the major concerns of their life. If one becomes lopsided, the others suffer and cry out for equilibrium. Sit down with your spouse and review the past month asking yourself, "how did I spend my time?" Make the adjustments necessary to bring back into balance that which is important to you. You will need to be creative, intentional, and flexible to find the correct combination of work, family and play.

Conduct regular reality checks. It is common for us to assume that our evaluation of circumstances around us is reality, however, most of us listen with filters (personal bias, assumptions, and misinformation). It is imperative that we step back, detach ourselves, and review the facts as they exist. I am amazed how circumstances change when we lose the emotion and self-interest. You may need to talk with someone who can keep you focused on the facts if you find yourself allowing emotions to cloud the evidence.

Develop a support system. Regardless of where you may be assigned, you need to find those individuals in your community you can depend upon. They can be found in schools, churches, and civic organizations. Reach out and make a friend. Your life will be enriched and others will be blessed. Over come you fear and trust others to share your life. List five people you can turn to in a time of need.

It is my prayer that you take these four tools and implement them. Be sure to take out your knife and quickly rip that python of stress and negativity out of your life. You will survive and more importantly you will succeed. Godspeed.

"RAGET"

In this day of identity theft, why does USAREC continue to print both the recruiters' and guidance counselors' social security numbers on the RAGET page (Credit Information) of the reservation sheet? DFAS has recently addressed this issue and will only print the last four digits of the SSAN on the LES. I suggest perhaps the station RSID/last four of the SSAN for both the recruiter and GC or a similar format.

I agree this information should not be provided to applicants. The form you refer to, "RAGET," was not intended to be provided to the applicants, it is for the enlistment packet only.

I had the MEPS contacted in your area to confirm that they are providing a packet copy of the reservation, and they were asked to stop.

This issue will be included in the training session to the senior guidance counselors and operations NCOs during the upcoming Operations Conference.

The staff will also look at alternative solutions that will further ensure the security of recruiter, guidance counselor, and applicant social security numbers.

For further information contact Mr. Mike Kuzma at 1-800-223-3735, ext. 6-0491; DSN 536-0491; commercial 502-626-0491; or e-mail at Michael.Kuzma@usarec.army.mil.

Glenn E. Morrell Award

We should be able to take notice of Glenn E. Morrell award winners at all times not just at conferences.

If you stand a silver/gold badge recruiter together, you know the difference. If you stand a gold badge and a ring recruiter together, you know the difference. If you stand a ring recruiter and a Morrell winner together, you don't know who is the Morrell winner. The only time you notice a Morrell winner is at annual training conferences or visiting the recruiter's

office. I believe the Morrell winner should be noticed always among his peers.

My suggestion is in addition to the Morrell award, give the recruiter another ring or replace the stone in the current ring (sapphire, diamond, etc.) or place a small diamond or sapphire in the center of the green stone.

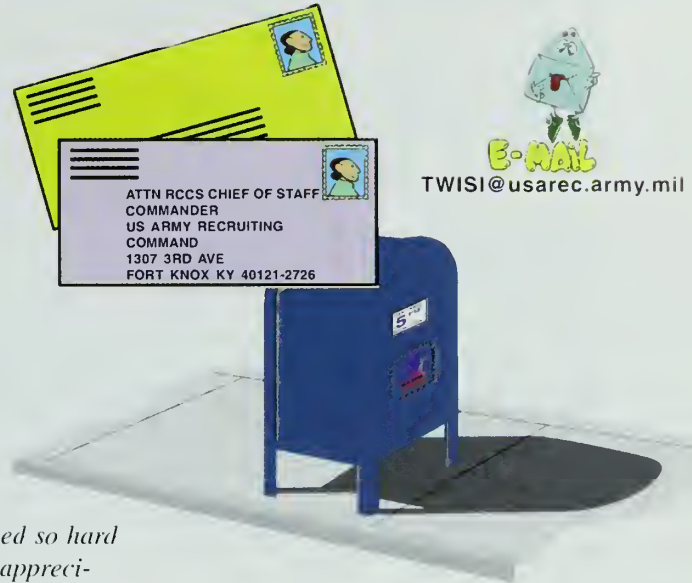
I understand your desire to wear the Glen E. Morrell Award you have worked so hard to achieve. Your idea is much appreciated and may be considered in future proposals.

When the Glen E. Morrell was approved for accomplishments beyond the recruiter ring, it was awarded with a shadow box for display purposes. Unlike military awards, incentive awards (trophies, plaques, and similar devices) that are production related are not officially recognized by Army Regulation 600-8-22. Therefore, the award cannot be worn on the uniform except at USAREC formal functions. This is exactly the same as honorary awards bestowed by most Regiments (i.e. Order of Saint Barbara, for the Field Artillery Regiment). However, the shadow box may be displayed as an indicator of special achievement at all times.

For further information contact Kathy Daugherty at DSN 536-0460, commercial 502-626-0460, or e-mail at kathy.daugherty@usarec.army.mil

New MEPS

If USAREC made West Point an accredited military entry processing station, they would save a lot of money. Bear Mountain Company uses the Albany MEPS and it takes approximately one hour and 45 minutes to get there. If the Bear Mountain Company used West Point, it would decrease our expenses for gas. It would also make our prospecting efforts stronger



because we would be stabilized in our areas of recruiting.

Also instead of spending money putting applicants in the hotel and paying the higher price, we could use the post hotels, thus saving money. Next to West Point is Stewart Air Base that could be used to fly out our DEP/DTP. By making West Point an accredited MEPS, production would increase and this would also save money. This could be a huge benefit not to just the Bear Mountain Company, but Albany Battalion, 1st Brigade, USAREC, and also the United States Military Academy.

The Department of Defense has to analyze what will be cost effective. Studies have been conducted to determine the best place to locate MEPS. These studies are based on all services' applicant processing and are conducted over an extended period of time. To open a MEPS to process a single company's applicants would not be advantageous and cost effective. Although your company is one hour and 45 minutes from the Albany MEPS, based on extensive research, it is still the most cost effective for the Department of Defense.

For further information contact Sgt. 1st Class Patrick Scruggs at 1-800-223-3735, ext. 6-1566; DSN 536-1566; commercial 502-626-1566; or e-mail at Patrick.Scruggs@usarec.army.mil.

Balancing AC/RC Force Structure Impacts 100K Positions

By Joe Burlas, Army News Service

Editor's note: This article is one of the chief of staff of the Army's focus areas.

The changes planned under Army Chief of Staff Gen. Peter Schoomaker's Active Component/Reserve Component balance focus area will mean more civil affairs, military police, transportation, and port operations Soldiers in the Army, and fewer artillerymen, air defense troops, and ordnance Soldiers.

AC/RC balance is about restructuring capabilities across the force, not changing the end strengths of the active, Reserve, and National Guard components of the Army, said Col. Paul Hilton, chief of Programs, G-3.

The Guard and Reserve have been integrally involved with the redesign planning and decision-making process from its inception, a senior Army official said. He added that the force balancing is designed to increase readiness, relevance, predictability, sustainability, survivability, and deployability to enhance the warfighter.

Routine Army analysis demonstrated the need to increase its numbers of special forces, military police and civil affairs capabilities within the active force. Additionally, a DOD memorandum called for the Army to be able to field a rapid response force capable of responding to any low- to mid-level intensity crisis in the world with minimum need to reach into the Reserve Component to meet deployment manning requirements in the first 15 days of the operation.

General Schoomaker expanded that to include the first 30 days of a deployment and further directed the revision of some policies and unit designs to increase readiness in the force.

First he directed that all Army early-deploying units be authorized 100 percent of the Soldiers required in the unit design. Currently, some AC units are authorized fewer people than they require to perform their wartime mission and must be augmented before deployment. These units will be brought to 100 percent authorizations.



A Tennessee Army National Guard artilleryman sharpens his infantry skills at Fort Leonard Wood, Mo., while training to be a military police officer. Soldiers from 10 Guard artillery batteries have trained to become MPs with Guardsmen from another eight batteries identified to do the same in October. *Photo by Master Sgt. Bob Haskell*

Next he asked the task force to look at what was causing high rates of non-deployable Soldiers in units and he set a goal of 100 percent deployable Soldiers in units. The task force determined that the major contributor to non-deployables are policies, especially those related to individual replacements and permanent change-of-station moves.

General Schoomaker directed the G-1 to make some other policy revisions and determine how they, in combination with Force Stabilization, impact the problem before making any further force structure changes.

General Schoomaker also directed the Army National Guard and Army Reserve to establish personnel accounts for their Soldiers who are non-deployable due to attendance at training or schools. Today in the AC there are 482,400 Soldiers authorized, but the Army only has enough units to use 419,000 of them, Colonel Hilton said. That way the Army can account for Soldiers who are in initial-entry training or between units.

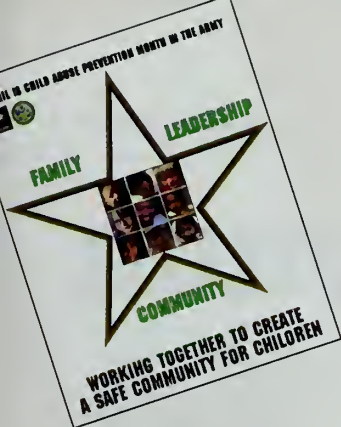
There are bill payers for both the stand up of new force structure units and for 100 percent manning with 100 percent deployable Soldiers. Eliminating less-used and undermanned force structure will allow the Army to resource units that are in high demand, officials said.

Hardest hit will be the Army's field artillery community, which recently lost a brigade's worth of National Guard artillerymen who are currently being trained to serve as military police officers. The Army plans to disband a significant number of artillery battalions in the active force and the National Guard, Colonel Hilton said.

The Army's short-range air defense artillery is another bill payer at the division and below level. "We are still going to keep some SHORAD capability at the corps level in the AC and actually fill previous shortfalls at echelons above division in the National Guard," Colonel Hilton said.

About 4,000 manning slots will come from the recently eliminated 71L, clerk-typist, military occupational specialty.

While some have already started, most of the rebalance efforts will occur between 2005 and 2007.



Helping Prevent Child Abuse

April 2004 – Child Abuse Prevention Month

By Jack Nix, Family Advocacy Program Manager

Everyone shares responsibility for keeping children safe from abuse and neglect. Parents have personal accountability for their children's protection. Command and all USAREC community members share with parents the duty to create a supportive and secure environment for children.

One of the most important campaigns to support military families is the campaign against child abuse. From year to year, between six and seven Army children per 1,000 are involved in substantiated cases of abuse and neglect each year. This number is far below the civilian statistic of 13.9 per 1,000. But it is still unacceptably high.

Although all of the causes of child abuse and neglect are not known, a significant body of research has identified several risk factors and protective factors associated with child abuse. Studies also have shown that when there are multiple risk factors present, the risk is greater. For example, lack of preparation or knowledge of critical issues surrounding parenting, financial or other environmental stressors, difficulty in relationships, and depression or other mental health problems can all lead to abusive or neglectful behavior.

Parents may lack an understanding of their children's developmental stages and hold unreasonable expectations for their abilities. They also may be unaware of alternatives to corporal punishment or how to discipline their children most effectively at each age. Parents also may lack knowledge of the health, hygiene, and nutritional needs of their children. These circumstances, combined with the inherent challenges of raising children, can result in otherwise well-intentioned parents causing their children harm or neglecting their needs.

The goal of child abuse prevention is simple — stop child abuse and neglect from happening in the first place, sparing children and families emotional and physical trauma, and decreasing the need for costly intervention and treatment services. The best way to prevent child abuse and neglect is to support families and provide parents with the skills and resources they need.

Prevention efforts build on family strengths. Through prevention activities, such as parent education, home visitation, and parent support groups, many families are able to find the support they need to stay together and care for their children in their homes and communities. Prevention efforts help parents develop their parenting skills, understand the benefits of nonviolent discipline techniques, and understand and meet their child's emotional, physical, and developmental

needs. Prevention programs also can help parents identify other needs they may have and offer assistance in getting that additional support.

Child Abuse Prevention Month is an opportunity to highlight the role we all can play to support parents and families. This month — and throughout the year as we consider child abuse prevention — our attention is best focused on prevention efforts that create healthier environments for children and foster confident, positive parenting.

We all need to do our part in seeing that our children are safe from abuse and neglect and that their families get the help they need. Child abuse prevention depends on leadership from command and parents to mobilize the community for the protection and care of all children. It is everyone's responsibility to keep children safe.

Effective Parenting Tips

Get Their Attention — Before giving directions, get your child's attention by touching her or him on the arm, between the shoulder and elbow. Her or his eyes will automatically turn towards you and you may then state the direction.

Quiet and Near — Directions, reminders, etc., are always better understood when delivered while standing near the child and using a quiet tone of voice.

One or Two Steps at a Time — Give directions in small steps, one or two at a time. Instead of "Go clean up the mess in your room," tell your child, "Put the cars back in the car box and put your trains back on the shelf." Keep it positive — tell your child what to do, the behavior you want to see, instead of making a "don't" statement.

Give Notice — Tell your child what is going to be happening, especially if there will be a change in routine or schedules, so she may prepare for the change. Spend a moment going over what is expected of your child during this activity.

Repeat After Me — On the way, tell your child where you are going and ask her or him to tell you what is the acceptable behavior. "We're going to Grandma's house. What tone of voice do we use in Grandma's house?"

Clean Slate — After a consequence, give your child a chance to start over, again and again and again. Children learn through repetition, not through harshness of our tone of voice or by "suffering" a punishment.

Painting a Word Picture

The first two steps of the sales cycle are establishing rapport and determining needs and interest. These two steps are important; together they gather the information necessary to enter the next and most critical step of the sales cycle, the presentation of features and benefits.

This critical step is designed to confirm and satisfy your prospect's needs and interests by presenting facts, evidence, and benefits. When done correctly, it will convince your prospect that you can satisfy their needs and desires. This step is critical to the sales presentation and, if done properly, will overcome many objections. The more alive and personalized you make the presentation the better your prospect will understand it and, consequently, make an intelligent decision.

Sales Aids

This brings us to the purpose of this article, painting word pictures. Most successful sales organizations to include USAREC, employ sales aids, i.e., ARISS, multimedia sales presentation, and RPIs. Sales aids not only reinforce a sales representative's presentation but also help the customer visualize themselves using the product.

More importantly, sales aids give the sales representative a starting point to begin painting word pictures, for example, "Johnny, put yourself in that picture," and then relate a personal story making sure the prospect is included. What better way to illustrate your presentation than to put the prospect right in the picture with you? Make them a part of your story. This is where you can use first-hand experiences to present evidence and show benefits. It keeps the sales interview interesting and the prospect interested.

Today's computers and software have taken sales aids to a new dimension. Features and benefits now come alive on a video screen while sitting at a prospect's home. Technology, in this instance, is good; however, it keeps at a distance that needed rapport with the prospect. Don't get me wrong, ARISS and the multimedia sales presentation are good aids; however, keep in mind, they are only aids. They must be used as originally intended, to support the overall sales presentation. It's your word pictures the prospect will remember, not the words of an actor eloquently reading a script on a videodisk. Often times it's your personal experiences, through word pictures, that will give the prospect his or her first view of the Army and how they will fit in.

Creating Word Pictures

Did you ever have something in your possession you didn't really know how to use and when you found out how to use it, didn't know how you got along without it? I believe the word picture is one of those things. I'm going to show you how to define and use an ability you already possess. The following



example shows a feature presented without a word picture.

"So Johnny, adventure seems to be the most important thing you desire out of the Army enlistment. Maybe you qualify for the airborne option."

Now the same feature with a word picture: "So Johnny, adventure seems to be the most important thing you desire out of an Army enlistment. Johnny if you are looking for adventure, to me there is nothing more exciting than standing in the door of a C-141, looking down at the jump zone, hearing and feeling the roar of the engines, the wind howling through your helmet, and your heart pounding in your chest waiting for the jump master to yell go! During that brief moment of free fall and the jarring pull as your chute opens, is that the kind of adventure you're looking for, Johnny?"

Can you see how the word picture put Johnny in that airplane and led to an emotional close? That's exactly the result you want.

Just to show you word pictures work with any feature, let's try money for college. The following example is without a word picture.

"Christine, what you're telling me is money for college is the most important thing you desire from an Army enlistment. Maybe you can qualify for the \$50,000 Army College Fund."

Now the same feature with a word picture.

"Christine, what you're telling me is money for college is the most important thing you desire from an Army enlistment. You know most young people like yourself either can't afford college, or at best go in debt for a long period of time. What you are looking at here, Christine, is receiving up to \$50,000 of debt-free money, to be used by you, to attend any course of study in any college or university you desire. Can't you see yourself driving a new car that you bought while serving your country and pulling up to your university with all expenses paid, not having to worry about lab fees, books, and tuition? Where the only thing you have to worry about is studying for your college degree, while most young men and women have to get a part-time job or go in debt for years."



Notice how I painted her into a negative picture, then took her out by painting her with \$50,000 of debt-free money for college, which led to a natural close.

Christine's picture would have been more effective if her course of study and desired university were known. Remember, once the dominant buying motive has been identified, it's important to continue probing. It will supply you with the information needed to not only to paint a good feature and benefits picture, but to effectively close the sale.

Incorporate Features and Benefits

As stated earlier, we all possess the ability to paint word pictures, so why not give it a try? Use the examples in this article as a guide, and develop your own pictures based on your personal experiences. Then incorporate them into the features and benefits portion of your sales presentations. At the very least, word pictures will keep the attention of your prospect and make presentations more personalized. Remember that you are dealing with young, impressionable people, and believe it or not, they respect you and want to be like you. Make them part of your sales presentation, and when they leave your office, whether they join or not, they should feel they've made a new friend.

It's important to keep in mind that word pictures, and other suggestions for that matter, are not in themselves cure-alls for weak sales presentations. They will only work when used in conjunction with a good sales presentation. So it's important, especially for new recruiters, to practice your sales presentations and try some of these suggestions.

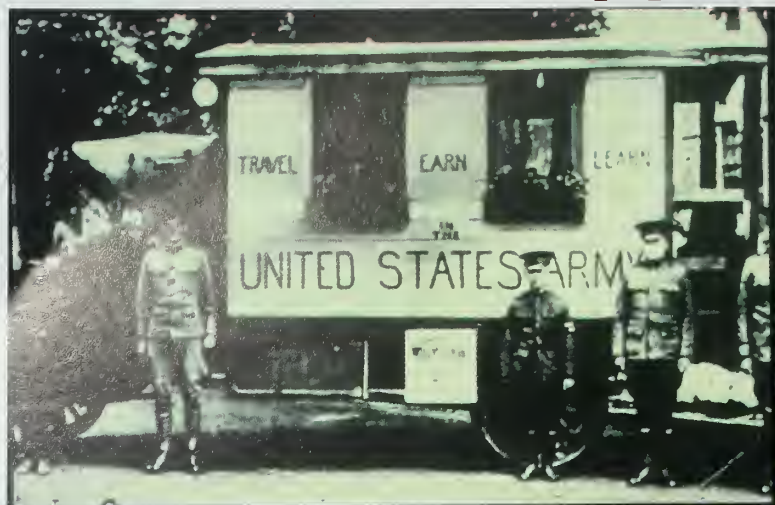
It's simple suggestions like these that can give you the edge and make you the successful recruiter you want to be. I can picture it now. There you are at your Annual Training Conference standing up in front of your battalion between your battalion commander and sergeant major, proudly accepting the award for recruiter of the year... there I go again, painting word pictures. Good Recruiting!

Bright Idea

New recruiters come out of the Recruiting and Retention School with a great foundation. Leaders must continue to build on this foundation. Too many are depending only on the ARISS computer. Additional support evidence is essential. In the past, we told new recruiters to personalize their sales books. I believe this personalization is still important. Pictures of the recruiter in both a training event and having fun are still a good aid. Other permanent visual aids such as pay chart, college prices, APFT chart, regulations, dynamic articles on quality of life from a variety of sources, and personal letters from DEP members or Soldiers should be shared with new recruiters so they may add to their presentation making it more credible. Let's take care of our new recruiters to ensure they are armed to the max!

Master Sgt. David L. Brown, Seattle Battalion

Mission Support Battalion – Prov



The U.S. Army Mission Support Battalion has developed into a truly strategic asset.

Lt. Col. J. L. Davidson
U.S. Army Mission Support Battalion

In 1936, the Secretary of the Army tasked a small group of Soldiers to develop and man an Army exhibit at the World's Fair in New York City. Since that time, the exhibit has evolved into a truly strategic asset.

Today, the Mission Support Battalion supports the Army through employment of professional touring and convention exhibits, multimedia and graphic support, and marketing incentive products in order to provide and maintain a strategic edge in presenting and re-connecting the U.S. Army with America.

The unit is divided into three companies in order to provide support throughout Accessions Command. The subordinate units include the Mobile Exhibit Company, the Fixed Exhibit Company, and the Special Purpose Facility. Each member of the battalion receives training specific to their asset, exhibiting and dealing with the media and the public.

The Mobile Exhibit Company's assets include exhibits such as the multiple exhibit vehicles, cinema vans and rock climbing walls and is manned by Army recruiters who build Army awareness among high school and college-age students. Additionally, the MEC provides command and control for the National Science Center vans based at Fort Gordon, Ga. These vehicles offer scientific demonstrations in elementary and middle schools across the country and promote staying in school and off drugs.

The Fixed Exhibit Company is responsible for the Army's National Convention Program, representing the Army at trade



shows and conventions throughout the U.S. The program supports Recruiting Command's special programs to include Army Band, AMEDD, Chaplain, and JAG. The exhibitors of the Fixed Exhibit Company can be seen at minority conventions and represent the Army at events such as the National Urban League, the Hispanic Leadership Institute, the Future Farmers of America, National Parent Teacher Association, American School Counselors Association, and the Association of the United States Army.

The MSB's Special Purpose Facility is a government-owned but contractor operated facility that provides support to the Army and Accessions Command. Although mostly unseen, the Special Purpose Facility is an essential part of the MSB team. The civilians in the facility provide the graphic, multimedia, and photographic support for both the fixed and mobile exhibitors, as well as providing USAREC with much of the branded graphics products they have throughout the command's recruiting stations. They have world-class woodworkers who develop and maintain exhibits, as well as provide USAREC with incentive awards.

The MSB serves as a combat multiplier, not only to the

ding Assets to Assist the Recruiter



The black and white photo (far left) shows the Army's first support van in 1936 when the Secretary of the Army tasked a group of Soldiers to set up a display at the World's Fair in New York City.

Today's Mobile Exhibit vehicles (center photo) have become state of the art, rolling education assets for the recruiter's use.

previous or projected results. The goal of the CMCC is to efficiently and effectively schedule the strategic marketing assets and look for synergies where possible with other national Army assets, such as Army Bands and the Soldiers' Show.

When scheduling an MSB asset, consider including the asset in other USAREC brigade and battalion programs such as DEP and COI activities. Coordinate the activity in a timely manner, and conduct a reconnaissance of the exhibit site and keep the MSB informed of any changes. Provide on-site coordination with the civilian host agency and attempt to schedule

classes or group visits to the exhibit.

The MSB has two Web sites to facilitate scheduling and coordination. One Web site is on the USAREC Internet at <http://hq.usarec.army.mil/RSBN>. There you can access information and view schedules of the battalion to see when you have an asset in your area. An additional Web site has been developed at www.usarec.army.mil/MSBN. This additional Web site contains much of the same information as the USAREC Intranet site and is designed to be forwarded by recruiters to civilian agencies, teachers, counselors and COIs to inform them of the type, description and capability of asset.

What was founded on a good idea is continuing with even more innovative thinking — within days of receiving chief of staff of the Army guidance on the Warrior Ethos, the MSB had exhibits on the road delivering this important message to the youth of America. Additionally, the MSB will soon field two additional adventure vans: Special Operations and Future Force Soldier. With a combined average of more than 350,000 miles per year, averaging 180 days a year on the road per exhibitor, the Mission Support Battalion means Soldiers on point for the Army.

recruiters of USAREC but as a member of Accessions Command and the Accessions Support Brigade. The MSB also supports the universities of Cadet Command, as well as Department of the Army agencies.

As with any combat multiplier, the MSB must be integrated into the various units' advertising and public affairs plan. It is imperative that the supported unit be familiar with the unit's assets and capabilities and conduct coordination prior to the exhibitor's arrival. After action reviews indicate that the success of an event is directly linked to the forethought and coordination prior to execution.

MSB assets are regularly scheduled through the Command Marketing Communications Council hosted by USAAC's Strategic Outreach Directorate. Events are nominated and submitted through USAREC brigade Advertising and Public Affairs to the USAREC G-5. The CMCC meets on a quarterly basis to review nominations and develops an event-marketing plan that is forwarded and approved by commander Accessions Command for the upcoming quarters. Considerations for event approval include USAAC commander's guidance, mission and market focus, audience size and demographic makeup and

The Making of a Skilled Station Commander

By Master Sgt. Detral A. Hillanbrand, Recruiting and Retention School

During the past eight years, the process of converting to a 79R did not require a recruiter to complete the station commander's course. This all changed in April 2003 when the station commander's course was redesigned. The redesign has brought about a lot of change.

The changes have provided the station commander candidate with the knowledge and skills required to perform the duties of a station commander with confidence. Additionally, the program focuses on station commander leadership and management systems, philosophy, training assessment, planning, execution and evaluation. The course also focuses on the vast number of recruiting tasks, techniques and procedures a station commander must master and mandate to ensure a shared training responsibility between the individual, the individual's company leadership team/battalion leadership team, Recruiting and Retention School and headquarters USAREC.

This article answers some of the common questions that the station commander candidates in the field ask on a day-to-day basis. With this knowledge you can better understand what USAREC is looking for in a station commander, better serve the recruiting community and accomplish the mission at hand.

How does a detailed recruiter get started?

Prior to a detailed recruiter being considered for conversion, the candidate's first sergeant must recommend the detailed recruiter to assume the duties of a station commander. The detailed recruiter will receive developmental counseling during the recruiter's 15th month assigned. Counseling will include the benefits of recruiting, the recruiter's strengths and weaknesses and a plan to improve upon any weaknesses identified.

The candidate must achieve satisfactory indicators on the tasks identified on the Recruiter Conversion Assessment Guide (UF 1143). This guide is designed to provide the battalion and brigade commanders an assessment as to the station commander candidates' potential to be a solid leader, manager, trainer and recruiter prior to their conversion. Each candidate must demonstrate mastery of the skill level 30 tasks for MOS 79R. The final approval for the candidate to begin the pre-residency course is written approval from the battalion leadership team.

The Station Commander Program is designed in two parts: pre-residency and residency. "What does the pre-residency

part of the Station Commander Program entail?" The pre-residency Station Commander Course is Internet-based training support packages, delivered via USAREC University. Enrollment is met by receipt of the satisfactory indicators on the tasks identified on the UF 1143, the demonstrated mastery of the skill level 30 tasks and written approval by the BLT.

Once enrolled the candidate must complete all modules, examinations and final confirmation exam within 90 days. Failure of the final confirmation exam requires a retest. If a candidate fails the retest, they may appeal for a third attempt to pass the final confirmation exam. Failure of the third attempt of the final confirmation exam or denial of an appeal will result in termination from the program and of any action of MOS conversion.

An academic failure notification will be forwarded to the candidate's chain of command. Upon successful completion of the modules and examinations the candidate must initiate a DA Form 4187, request for MOS reclassification. During the pre-residency phase of training the candidate should become familiar with the recruiting station commander mission essential tasks. These tasks also serve as an enabler to the training received during the resident SCC. This distributed learning process must be completed 14 days prior to attendance to the resident SCC.

How long is the resident portion of the station commander program and what does it entail?

The resident SCC is institutional training, four weeks in duration at the RRS at Fort Jackson, S.C.

The resident SCC is leadership intensive and will challenge and evaluate the recruiter's ability to perform designated tasks to standard and to develop techniques to effectively manage the sales force. The SCC resident course format is as follows:

• Week 1: Analysis.

Each station commander candidate will be instructed how to properly analyze the following reports: an Average Station Report, Detailed Station Report, Detailed USAR Territory Report, and DIME/Labor/Detailed Population Report. Along with the above report analysis, the station commander will determine market share and will analyze the recruiter data found on the Lead Source Analysis, processing list conversion data and the individual Mission Accomplishment Plan. Establishment and enforcement of standards will be easier to understand and to implement. As Week 1 comes to an end, the station commander candidate will focus on the Recruiting Station



Graduates of the Station Commander Class 007-013.04 held at Fort Jackson, S.C.

Analysis. The station LSA, station MAP, station processing list and the station conversion data are now easier to understand and to analyze. The recruiter candidate can now manage the recruiter and the station at the next level. The week ends with the daily performance review, the analysis of the OMA board, and evaluation of the recruiter's planning strategy and school penetration.

• **Week 2: Leadership.**

During this week the recruiter candidates will receive training on team building, leadership development, and reception and integration. Counseling is an important part of the mission, and each candidate will conduct an event and performance orientated counseling session.

• **Week 3: Motivate.**

To understand how to motivate their recruiters, the recruiter candidates receive training on how to organize a team, organizational effectiveness, and goal achievement.

• **Week 4: Work Effectively.**

The course comes to an end this week. The recruiter candidates are required to put all their knowledge to work. Each station commander candidate will have to perform a station training exercise, which includes an OMA brief and DPR session. The station training exercise also includes a comprehensive written examination. Failure of the resident SCC will result in termination of any action of MOS conversion and an academic failure notification will be forwarded to the candidate's chain of command.

How does the candidate reclass and convert?

For the reclass and conversion consideration, each station commander candidate submitted a DA Form 4187 to the battalion commander upon completion of the pre-residency

portion of the course. This DA Form 4187 contains a choice of three battalions of assignment from two separate brigades and is submitted to the battalion with the completed UF 1143 attached. The battalion commander endorses the request and forwards it to the brigade commander for approval. Upon approval a copy is forwarded to the USAREC G-1. G-1 will hold the DA Form 4187 until notified by USAREC G-3 that the reclassification candidate has successfully completed the resident SCC and is either recommended or not recommended for conversion. The RRS commandant will forward to USAREC G-3 the names of those candidates who have successfully completed or failed to complete the resident SCC and recommendation for conversion.

If the candidate is not recommended for conversion, the RRS commandant must include the rationale for not recommending the candidate. The USAREC schools manager will verify and forward the recommendation to USAREC G-1 RA Strength Management Branch for action. After notification from USAREC G-3 that the candidate is recommended for approval, USAREC G-1 RA SMB will forward the candidate's DA Form 4187, request for reclassification to PMOS 79R. USAREC G-1 RA SMB will make an assignment based upon the priority of choices, providing a valid vacancy exists. Additionally, USAREC G-1 RA SMB will negotiate options with the candidate, if the three choices requested are unavailable before forwarding request for conversion to PERSCOM.

"Now what happens after I graduate and I need training?" Your first line of training in the field is your CLT, recruiter trainer and fellow station commanders. However, there is sustainment training available online. The Organizational and Distributed Learning Sustainment training is available. The focus of this training is on station management and administrative tasks. These tasks include management of facilities, maintaining negotiable items and management of the National Voter Registration Program. One recent graduate stated, "I can now analyze the data and use it to increase my production."

EO + CO2 = LEADERSHIP

"The most precious commodity with which the Army deals is the individual Soldier who is the heart and soul of our combat forces." — Gen. J. Lawton Collins, VII Corps Commander, WW II

By Master Sgt. Joseph A. Pullen, USAREC Equal Opportunity Advisor

Leadership is influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization. So where does equal opportunity and consideration of others (CO2) come into play here? What is equal opportunity? What is consideration of others? How can these concepts the leadership of a certain organization? Each is intertwined with the other and they enhance an organization's ability to accomplish the mission while maintaining the dignity and respect of each individual.

Equal opportunity is leadership. For a leader to gain the maximum potential of his or her unit he or she must make maximum use of the resources available. To leave aside a Soldier or civilian simply based on race, religion, gender, color, or national origin would be like not using a piece of effective equipment because of its brand name. Every person assigned to the command has worth, talents, abilities, and the potential to drive an organization to the top of the hill or over the cliff. As leaders, we must take advantage of each individual's abilities.

Knowing ourselves is the first step. We must put aside our prejudices and stereotypes and take each Soldier and civilian as an individual. Once we have determined that we have prejudices and stereotypes, we can learn to effectively communicate our message so that we provide the motivation needed to accomplish the mission. When the mission is being accomplished, there must be a simultaneous effort placed on improving the unit. This improvement comes through effective diversity management. Diversity management is merely a sense of placing individual value on each member of that unit. Unit members who have a sense of worth will place more effort into the mission.

Providing motivation is often accomplished in a variety of methods; however, often leaders are caught up in one method and it becomes ineffective. What works with one individual as a motivator may not work with another.

Consideration of others is an ideal concept that allows leaders at every level to enhance the communication process. Each lesson trained in the consideration of others

session enhances unit readiness by allowing individuals the opportunity to explore not only themselves, but also each other as a member of the unit. Dignity and worth are the fundamental building blocks which determine the effectiveness an individual will have within the unit.

Consideration of others is not a program nor is it by any means meant to be "touchy-feely." It is a methodology designed to enhance the communication process, while strengthening the human relationships necessary to maintain unit cohesion. Strong cohesive units will ensure mission success throughout the roughest of conditions. Trust in leadership elevates when times are tough. All too often leaders forget to use the different leadership styles outlined in FM 22-100.

FM 22-100 gives every leader the tools needed to effectively lead their unit to mission accomplishment. When coupled with CO2, these various leadership styles will come naturally. CO2 provides an understanding of the individual thought process. It is individuals who make a team.

Units will lose cohesiveness if there is a perception of unequal treatment or lack of caring by the leadership. Equal opportunity and consideration of others are tools developed for the leader to ensure each individual is shown dignity and respect and allowed to achieve their individual maximum potential while remaining a solid member of the organization. Since each member of the unit is an individual, relying on the core Army values is not always enough.

The acronym LDRSHIP provides a fundamentally sound base, however, the impact on the individual will vary. Leaders at all levels must improve their individual ability to understand the values and beliefs each individual possessed before becoming a member of the team. Inherent in each member is the responsibility to understand the uniqueness of those with whom they serve. Selfless service is putting another's needs ahead of your own. Through this process of understanding and communicating, the organization will improve and the mission will be accomplished.

Equal opportunity and consideration of others is the right thing to do in today's Recruiting Command. Improving the organization is the one piece, which takes time and effort. The time and effort the leader takes, while working toward mission accomplishment, will improve the unit when he/

Recruiters Partner With Workforce After Recruiting Station Closes

Story and photo by Chris Wilson, Oklahoma City Battalion

Sgt. 1st Class William Wehner used to look out the wide window as he worked at the Army recruiting station in Duncan, Okla., but now those windows are dark and Wehner spends most of his time looking out car windows. Sergeant Wehner and Sgt. 1st Class Michael Ricks have amassed plenty of time behind the wheel — what Army recruiters call “windshield time” — as they try to recruit in Duncan after the local station was closed.

“We’re recruiting the same places, visiting the same schools as before,” Sergeant Wehner explained, “our office is just in Lawton.”

Sergeants Wehner and Ricks used to worry that potential recruits would be left behind, but they’ve formed a partnership with Workforce Oklahoma in Duncan that will solve many of their problems. The recruiters, who are part of the Oklahoma City Battalion, have an information rack in the Workforce office, information for the Workforce counselors, and space to meet recruits in Duncan.

“We’re here to help our clients, which includes the Army,” said Fran Bergeron, Program Manager at the Duncan Center.

“It’s a great opportunity,” Sergeant Wehner said. “With the office closing, people don’t necessarily know where to go. This way [the Workforce office] knows where we are and has our information.

“They also have a space to meet applicants, or anyone who’s interested, without them having to drive to Lawton.”

“What we offer for any of our employers is a space where they can meet a client without the client having to make the drive,” Bergeron explained. “We’re a service provider and we try to help any way we can.”

The Workforce center has the added benefit of being located a few offices down from the former recruiting station office. Sergeant Ricks is excited about the opportunity because he covers a wide area as a Reserve recruiter.

“This office is a centralized location, so it’s great for meeting people all over the area like Rush Springs, Velma or Comanche,” he explained. The recruiters also cover communities like Empire, Central High, Walters and Geronimo.

Sergeants Wehner and Ricks hosted a luncheon for the Workforce Oklahoma staff on Feb. 6 at the Duncan center on Elk Avenue. They showed videos and gave presentations on areas of interest to the staff.

“I talked to them how some universities will accept your military training for college credit,” Sergeant Wehner said of the presentations. “They

wanted to know how I did it, so I showed them my transcript and explained how it helped me get a degree.”

Sergeant Ricks focused on the benefits of the Army Reserve, which he said was popular in the Duncan area. “One of our best benefits is we pay 100 percent of your college and all your fees,” he added.

The recruiters are confident the food and information went a long way to keeping them recruiting more and driving less.

“Everything went real well,” Sergeant Wehner said of the luncheon. “This has been a great opportunity for us and gave us a chance to show our appreciation.”

“It was a good event,” Sergeant Ricks added. “I’d just like to thank the Duncan staff for letting us use their facilities and meet with us.

“Just being there was a benefit for us.”



Sgt. 1st Class Michael Ricks, left, and Sgt. 1st Class William Wehner plan their long drives on a road map.

National Finals Rodeo — Cowboy Up!

Salt Lake City Battalion Recruits at the 2003 National Finals Rodeo

Story and photos by Kerry Larsen, Salt Lake City Battalion

Salt Lake Battalion recruiters manned the inaugural Army display at the 2003 National Finals Rodeo in Las Vegas in December. More than 1,400 leads were garnered from the 10-day event, which attracts a nationwide audience to the Thomas and Mack Arena on the campus of the University of Nevada-Las Vegas.

"Working at the National Finals Rodeo has been a great experience for Salt Lake City Battalion and Army recruiting. The Rodeo attracts the interest of a very patriotic cross-section of the American public, and it is a great venue to share the opportunities today's Army offers to this audience. We look forward to an Army presence at future events throughout Salt Lake City Battalion area of operations," said Lt. Col. Grant Webb, battalion commander.

"The U.S. Army's strong presence within the Interactive Village at the 2003 Wrangler National Finals Rodeo no doubt enhanced the fans' enjoyable experience at ProRodeo's largest event of the year," added Steven J. Hatchell, commissioner of the Professional Rodeo Cowboys Association. "The 2003 Wrangler NFR was the culmination of one of ProRodeo's best years, and what a way to cap off 2003 — a 10-day attendance record of 175,804 fans; 10 straight days on national sports networks,

including two live broadcasts; electrifying performances in the arena, including setting two world records and tying a third; and a record of nearly five million total page views on prorodeo.com during the month of December. The sport of professional rodeo has a lot to be excited about as we begin the 2004 season."

"The PRCA was proud to have the U.S. Army as part of the Wrangler NFR.

Our thoughts and prayers are with our troops who are on the frontline in the defense of freedom," said Hatchell.

The recruiting display was located in the Interactive Village just outside the main entrance to Thomas and Mack Arena. The 18,000 seat capacity arena was filled to the rafters each night. All performances were sold out as the NFR broke last year's attendance record. The recruiting display's location near the bandstand ensured plenty of foot traffic for battalion recruiters.

In a successful attempt to increase traffic at the Army display, 2001 NFR All-Around Champion Cody Ohl conducted autograph sessions at the display on four of the NFR's 10-day run. Ohl was provided an Army logo patch to wear during the competition. After missing the entire 2002 season with a knee injury, Ohl returned to top form in dramatic fashion, winning three of the go-rounds in the Tie-Down Roping competition to position himself in second place for the final day. Ohl set an NFR record of 6.5 seconds in the final round to vault past leader and defending champion Fred Whitfield and take the World Championship. In addition, the win moved him from fifth to second in the All-Around race.

In addition to the recruiting display at the NFR, Salt Lake City Battalion conducted a campaign of regional radio ads in area

major markets.

Editor's Note: U.S. Army Accessions Command is exploring ideas to establish a rodeo program within the upcoming months.



Cody Ohl of Stephenville, Texas, competes at the 2003 National Finals Rodeo in Las Vegas. Photo courtesy of the PRCA

We recognize and appreciate the efforts and sacrifice of all of our country's military troops that are serving overseas and protecting our rights and those of the citizens in other parts of the world.



Sgt. 1st Class George Ackerman of Twin Falls Recruiting Station provides information to a potential applicant.



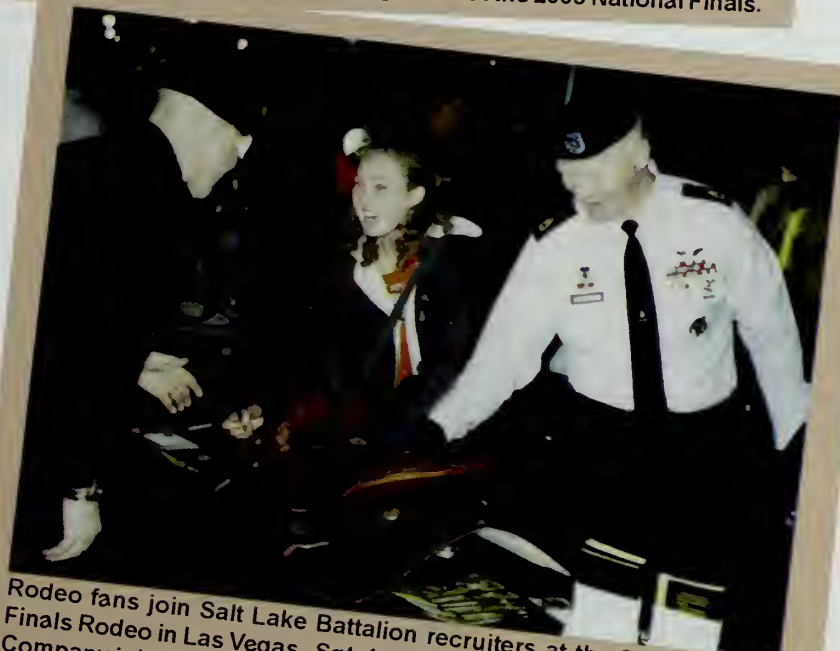
Staff Sgt. Dallas Peterson-Ness of Elko Recruiting Station checks out a lead card at the 2003 National Finals Rodeo.



Cody Ohl, 2003 Tie Down Roping World Champion, signs autographs at the Army Recruiting booth at the 2003 National Finals.



Competitor Cody Ohl moments after his record setting run in the final round of the 2003 National Finals Rodeo. Photo courtesy of PRCA



Rodeo fans join Salt Lake Battalion recruiters at the 2003 National Finals Rodeo in Las Vegas. Sgt. 1st Class George Ackerman of Boise Company joins a visitor in checking out the Army of One saddle.

Oklahoma City Battalion Moves to New Building With Old Memories

*Story and photos by Chris Wilson,
Oklahoma City Battalion*

Jacqueline Ned-Walton started packing her office space two weeks before the battalion was to move into the new federal building; Vicki Hamm started planning her retirement; and Jona Gert thought about her shorter morning drive as the Oklahoma City Recruiting Battalion prepared to move back downtown. They had more on their minds than packing and labeling boxes — their thoughts returned to the lives lost when the Alfred P. Murrah building was attacked in 1995.

"I thought I would see the face of the victims," Hamm said about moving. Hamm, Gert and Ned-Walton were all part of the battalion when it was headquartered in the Murrah building. The office was all but destroyed in the bombing on April 19, killing eight and injuring 14.

Even those who have moved to other units still have memories and feelings tied to the old Murrah building.

"I remember very vividly what happened that day, but I don't want to go into a lot of details," said Sgt. Maj. William Bonebreak, currently the USAREC operations sergeant major and G-3.

After nine years and a few locations, the battalion is moving back downtown. Time has dulled some of the pain from the attack, but those who were there still remembered what happened on April 19, 1995.

It started out like any normal day. Ned-Walton was in a veteran's hospital in Iowa receiving cochlear implants for her hearing. Hamm woke up feeling sick and had gone to the doctor. Gert was working at her desk on the fourth floor of the Murrah building.

"It was a beautiful day," Gert said. "I drove to work, and I was standing by my desk talking."

"I was sitting at my desk talking to Capt. [Henderson] Baker, my boss at the



Jona Gert, the battalion commander's secretary, fills out paperwork with battalion awards and boxes piled on her desk.

time," said Sergeant Bonebreak, who was the Reserve Operations NCO for the battalion.

At 9:02, a 4,800 pound bomb exploded inside a Ryder truck parked beside the building.

"We were having a joke, and suddenly the building blew up," Sergeant Bonebreak said. "We rode the rubble down and tried to get people out."

"I thought maybe a tornado had come down 4th Street," Gert explained. "I thought the breaking glass might have been from the wind."

"I got under my desk because in California they teach the kids to go under your desk during earthquakes."

Hamm had just finished paying for her prescription at a downtown pharmacy when she heard the explosion.

"I ran outside and looked up Reno [Blvd.] and saw the black smoke from the building," she explained. "I had this

feeling something happened. I thought they'd need my help."

The black smoke was actually coming from the parking lot. Cars were burning and exploding after the blast, their tires sending up a column of black smoke. Hamm got in her car and tried to drive to the building.

"A policeman stopped me about a block away and asked me to turn around," she said. So she turned north and continued driving.

"After a while I turned back and that's when I saw the bombed-out building," Hamm explained. "That's when I just screamed inside, 'they're dead, they're all dead.'"

Inside the building, Gert waited under her desk until the executive officer, Maj. Ron Bain found her.

"I stayed there until the XO came and helped me through the debris."

The operations office, which had been

open and near the windows, was gone. Walls collapsed in on the office where Hamm worked and all but a corner of the Advertising and Public Affairs office was destroyed.

"When I looked around it was like being in another world," Major Bain said in a 2000 interview. "Walls were gone and ceilings had collapsed."

"I wondered if it wasn't a big gas explosion," Sergeant Bonebreak said. "Cars were burning across the street, and we heard cries for help from people trying to get out."

Sergeant Bonebreak, Major Bain and two other Soldiers, Sergeants Harold Davenport and Bennie Evans, searched through the rubble and chaos for their co-workers. They found co-workers buried under filing cabinets, collapsed ceiling, debris and glass. Some survivors were badly hurt, and the Soldiers used what they could to help, even using their shirts as bandages and tourniquets.

"We got some seriously hurt people out the back," Sergeant Bonebreak said. "We helped until the police and fire department showed up and ran the Army guys off."

They were awarded the Soldier's Medal for voluntarily risking their lives to save others.

"We did what we were supposed to do, we helped the people who needed help," Sergeant Bonebreak said of their actions.

In Iowa, Ned-Walton was seeing the news reports on her hospital television.

"I saw it on TV, and I thought it was a gas leak, because we always had leaks where we had to leave the building," Ned-Walton explained. "I thought a gas line had finally ruptured.

"All you saw was rubble, you never saw the people. I never thought that people were dead, I thought 'where is everybody?'"

Survivors were being collected and sent to Oklahoma City hospitals for evaluation. Major Bain went home to clean up and get new clothes after emergency responders arrived at the building. After that he met Hamm and they went to St. Anthony Hospital where a command center was set up. Red Cross volunteers had large sheets of butcher block paper taped to the walls with names of hospitals at the top and a list of the injured at that hospital. They circled around the room, writing down the names and hospitals of everyone from the battalion and making notes of those still missing.

The battalion reported to the Capital Hill Recruiting Station the next day. It was the first of many moves that would, nine years later, bring the office back downtown. During the latest move, the filled boxes and labeled furniture stoked different, deeper emotions.

"I had mixed feelings," said Hamm, who worked in the Murrah building for 18 years. "I was afraid. I don't know if I'm happy to be here or not." She will not have long to work out her feelings, since she's decided to retire. "I always told myself when we got back downtown I could retire," Hamm explained. "It was like we're back where we belong."

"Everyday I walk by the memorial and I see the chairs and the fence," she said. "We park in the same parking garage and I see the sign and door are there. It's almost like you could push the door open and go up to the fourth floor where our office was."

"I didn't go through as much as others, because I wasn't there," said Ned-Walton, who worked in the building for three years. "I'm glad I don't have to park in the garage and walk past the memorial every day."

"I'm kind of glad we're back, but I wonder if it will happen again. But you just can't live that way."

Jona Gert, who worked nine years in the building, has the most reason to be nervous and the most positive attitude. "It's just a place to work," she simply explained.

"I've avoided downtown for nine years," Gert said. "I was a little bit apprehensive when we started to move down here, but I always knew if I wasn't comfortable I could always quit or retire."

"Once I remembered that, it hasn't bothered me at all."



Vicki Hamm, Family Support Specialist, works in an office stacked with full boxes.

Army Reserve Drill Sergeants Soon to Support DEP Training

— will reduce training anxiety

Story and photo by Walt Kloeppel, RJ

The Recruiting Command and the U.S. Army Reserve Command have agreed to expand the current Delayed Entry Program Division Institutional Training (DEP DIV(IT)) pilot test from 2d Recruiting Brigade to commandwide by Oct. 1, 2004.

A meeting held at USAREC Headquarters in late January addressed commandwide implementation. Representatives from Training and Doctrine Command, Army Accessions Command, Army Reserve Command, Office of the Chief Army Reserve, and the seven Army Reserve DIV(IT)s, who will be responsible for providing the drill sergeants to support the DEP/DTP training events, attended. The meeting produced positive solutions to implement the program and established a clear "road map" for the future.

Using the DIV(IT), drill sergeants will improve DEP/DTP retention by reducing the anxiety of what to expect in BCT.

"It takes away the fear of basic training," said Sgt. Major James G. Allen, 2d Brigade reserve component

operations Sergeant Major. "It also gives those drill sergeants an opportunity to practice their skills. These drill sergeants have already been trained on the new Army physical fitness test. They'll be able to give up-to-date, relevant classes on that BCT task list to our young DEPs."

They will provide preparation that will increase Initial Entry Training completion and reduce training base attrition. In addition, they have the credentials and credibility to instill the "Warrior Ethos" in the DEP/DTP members.

"The concept of drill sergeants training DEP/DTP members isn't new. Many recruiters have great working relationships with nearby DIV(IT) units today," said Maj. David Waddell, G-3 Plans Branch.

"However, our intent is to formalize the process across the command in order to maximize training opportunities."

"This is a win-win situation for both USAREC and the DIV(IT)s.

"Obviously, not all recruiting stations are in a geographic position that facilitates support by a DIV(IT) unit," said

Major Waddell. "For example, much of 6th Brigade is not covered by any DIV(IT) drill sergeant companies. Commandwide, we anticipate 876 recruiting stations utilizing the DIV(IT) Program."

The tentative DIV(IT) alignment by brigade is as follows: 1st Brigade-307 stations; 2d Brigade-164 stations; 3d Brigade-170 stations; 5th Brigade-143 stations; 6th Brigade-92 stations.

USAREC units should begin to establish the lines of communication with the local DIV(IT) units.

"If you can nail it down as specifically as possible ... your DEP functions, the dates and locations for the following year, it helps everybody as far as their training schedules and planning," said Sergeant Major Allen.

The order to execute the program commandwide, including the business rules and processes, is likely to be issued during 3rd quarter FY 04 according to Major Waddell.

For more information on this program, contact Sgt. 1st Class Kennedy Wesson, Plans NCO, (502) 626-0473 or email kennedy.wesson@usarec.army.mil.



Representatives from Training and Doctrine Command, Army Accessions Command, Army Reserve Command, Office of the Chief Army Reserve, and the seven Army Reserve DIV(IT)s attended the January headquarters meeting.

Stay Out of Harm's Way

By Mickey Gattis, Safety Office

It was late on a Friday afternoon, and a recruiter was trying to get back to his station when, suddenly, the weather started to turn ugly. The skies began to darken, the winds swept debris across the roadway, and the rain was so heavy that the recruiter was forced to pull his GOV to the shoulder of the road.

Back at his home office, the station commander listened attentively to a broadcast issued by the national Weather Bureau, "Tornado warning for the surrounding area." The station commander paced the floor as he thought about his family and his fellow Soldiers and wondered if they were out of harm's way.

Tornadoes are the most violent of all the winds that sweep the earth's surface. Their duration is short-lived, their destructive paths rather small, but in seconds a tornado can transform a thriving street or community into ruin and hope into despair. Tornadoes occur in all 50 states, and no season is free of them. Normally, the months for the greatest frequency of these violent storms are April, May, and June. Bearing this in mind, do you know what to do in the event of a tornado? What protective actions should you take, and how can you advise your family on the necessary survival actions if a tornado occurs?

The following general precautionary measures should be considered:

When inside offices, schools, and similar structures

If these buildings are permanent constructions, stay inside and move to an interior hallway on a lower floor. Follow all the instructions given by responsible personnel.

When inside family residence

Seek shelter in the corners of basements. In homes without basements, take cover under heavy furniture in the center part of the home; use the center hallway, storage closets, or half-bath, as they have less roof span between wall structures. If time permits, wrap your children in blankets, disconnect all appliances except radios, and locate emergency items, such as first aid kits, candles, flashlights, and a battery powered radio.

When inside a mobile home

These residences are particularly vulnerable to overturning during a tornado; therefore, seek shelter in a permanent building or move to gullies, ravines, or ditches. If possible, take blankets.

When inside a motor vehicle

Drive directly to the nearest substantial structure. If no such



shelter is nearby, take cover in a deep ditch, culvert, or depression. Turn your engine off, and lay face down in the vehicle.

Remember, the occurrence of a severe thunderstorm is also characterized with flash flooding, lightning, and downed power lines. Take the required safety precautions to prevent injury and death.

Remain calm. It will not help to get overly excited. Even though a warning may be issued, chances of a tornado's striking your home or location are slight.

Homecoming ...

By Anna Buonagura, New York Battalion

Photos by Wayne Hills High School Photo Club members

One of the most rewarding experiences for any Soldier is returning from service abroad to be greeted by family, friends and supporters from his hometown. In the case of Bear Mountain, N.Y., Company Commander CPT Michael Krause, he was able to take that just a little bit farther. A native of Wayne, N.J., Krause requested Middletown, N.Y., for his command while deployed to Bosnia in 2002 with the 25th Infantry Division, Schofield Barracks, Hawaii.

"Middletown isn't Hawaii," Krause says, "but being close to my family and bringing my Army experiences back to my hometown certainly makes up for that."

Krause graduated from the U.S. Military Academy in 1994, had several flight training assignments at Fort Rucker, Ala., overseas tours to South Korea and Egypt, as well as a three-year tour with the 25th ID in Hawaii. Krause says, "The young people I talk to love hearing about world travel and life experiences, and in my assignment in recruiting I can bring some of that to them – it's very rewarding and the best part of the job."

As an aviator, Krause is dual rated in the UH-1H "Huey" and the CH-47D "Chinook." "Before I took this job, I had dreamed of landing a helicopter right on the front lawn of my old high school and presenting a class to some students," says Krause.

On January 13, 2004, he did just that. Working with members of the West Point 2-2nd Aviation Detachment, Krause coordinated a presentation shown to more than 100 students from his alma mater, Wayne Hills, N.J., High School. Krause says, "The highlight of the day was when I landed a UH-1H helicopter in front of a shocked crowd."

"We've never before had anything like this happen at Wayne," says Vice Principal Bob Santangelo. "Years ago when I

was Krause's football coach, we always thought he would go far – we just never had this in mind!"

A multimedia presentation was scheduled for the last period of the day in the school auditorium. It included a slide presentation, some motivational Army videos and a slideshow set to music from Krause's unit deployment to Bosnia in 2002. Krause says, "I think the kids really enjoyed it and we've had many requests for additional information. If anything, we've generated a whole lot of interest in a formerly challenging school to penetrate. After about a 30-minute static display I started the helicopter, banked left and disappeared into the darkening sky. From the feedback I've received, the spectators will be talking about this flight for years to come – and that's just what Recruiting Command is hoping for!"



Wayne Hills, N.J., High School vice principal Bob Santangelo (left) and vice principal Donald Dorflinger (center) join Bear Mountain, N.Y., company commander CPT Michael Krause after he expertly landed a helicopter on the front lawn of Wayne Hills High School.



Army Recruiters Give Glimpse of Basic Training

By Chris Wilson, Oklahoma City Battalion

Army basic training is the line that separates civilians from Soldiers. Staff Sgt. Terry Booth Jr. provided anyone interested, a look into the training on Jan. 24 at the recruiting station in Fort Smith, Ark.

"We wanted to invite anyone to come learn about the Army," said Sergeant Booth, a former drill instructor. "Plus it gives our recruits an idea of what's ahead of them."

Basic, officially named Initial Entry

Training, is a combination of training experiences that remains mysterious and intimidating to many people. Sergeant Booth intends to prepare recruits for the experience and remove many of the misconceptions surrounding the training.

"Basic is all about teamwork and discipline," Sergeant Booth said. "It teaches you how to work in a team and how to trust the rest of your squad."

Sergeant Booth introduced many of the aspects of basic training, including Army values, drill and ceremony, rank structure, the phonetic alphabet, military time, land navigation and some first aid. These introductions are especially important for members of the Delayed Entry Program who have enlisted and are waiting to leave for training. These tasks

are part of a pre-basic training list that allows Soldiers to get promoted before they even begin training.

"We want to give our recruits the best opportunities to succeed in their Army career," Sergeant Booth said.

That includes training and introduction to the physical training required.

"If things go well, we may go over to the gym and demonstrate a PT test," Sergeant Booth said, referring to the Army's physical training test.

Sergeant Booth shared many of the experiences he's had as a drill instructor.

"I could talk for days about the great stories I've seen in basic training," he said. "It's been a great way for people to gain confidence, maturity and leadership."

Recruiter Spouse Volunteers as County Child Advocate

By Charles Glenn, Portland Battalion

Mikki Austin, wife of Eugene Station Recruiter, Sgt. Ricky Austin, was recently selected by the Lane County District Attorney's office as a Volunteer Victim's Advocate.

"I have a child in kindergarten and I didn't want to try to hold down a full-time job," said Austin. "So I was looking for ways to volunteer when I noticed the advertisement."

Austin, who will eventually be working approximately eight hours per week as a victim's advocate, said she has always had an interest in social work. She thought that this might be a good opportunity for her to get her foot in the door, as well as get a realistic idea of what a professional social worker would be doing on a daily basis.

"I contacted the Child Advocacy Center and set up an interview with the [Lane County] District Attorney," she said. "There were a couple of county sheriffs there as well, and it was a pretty

grueling interview — they presented some hypothetical situations to me, and some of them were really hard to take."

The stark reality of facing the effects of child abuse on a daily basis didn't dissuade her. She became even more resolved that this is what she wanted to do.

"Ever since I can remember, this is the kind of thing I've always wanted to do," said Austin. "At some point, I'd like to do it professionally."

Her next step, professionally, would be to pursue a master's degree in social work. But for now, she is focusing on what she will be doing as a volunteer.

"The Lane County Child Abuse Advocacy Center is basically a place where children, and some adults, can go if they have been sexually or physically abused," she explained. "I would be present for their initial interview process, which is taped for legal purposes, and then I would be their point of contact. I'd be the one letting them know how their case was going and being available to answer any questions they have."

Austin would also be required to attend to the child while they are in the hospital and to tell them what resources they have at their disposal. She expects to be given a maximum caseload of three at any one time, depending on how much



Mikki Austin (right), wife of Eugene Station recruiter Sgt. Ricky Austin, with her daughter, Mckaylah, volunteers as a Child Victim's Advocate for the Lane County (Oregon) District Attorney's office. Photo by Sgt. Ricky Austin

extra time she will have available to devote to it.

"It's going to be tough at times, I'm sure," she said. "But my husband and my friends are giving me a lot of support."

She begins her training this month and will be shadowing one of her fellow advocates initially, but she is looking forward to getting started with it.

"It's something that needs to be done," she said. "There was a need there, and I have the time and the willingness to meet it."

Army Pulls Double Duty With Twin Recruits

Story and photo by Chris Wilson, Oklahoma City Battalion

"He's way out of shape," Keith Kvittum says about his twin brother, Kirk. "It'll be a show during basic. I'd like to see it if I could."

The comment is just some good-natured grief between brothers. Kirk quickly points out he's the bigger of the two brothers and watches out for his sibling.

"I take up for him," he said.

Every small town knows the stories of the brothers that have grown up in their communities. The Kvittum brothers are about to start a new adventure that will change the definition of the bonds of brotherhood. The two are members of the Army's Delayed Entry Program.

"It's going to be hard because I haven't been apart from him in my whole life," Keith said. "It will be different, it'll be an adventure."

"Kirk signed up a month before I did," Keith said. "It's going



Kirk Kvittum stands on left with his twin brother, Keith Kvittum. Both are joining the Army.

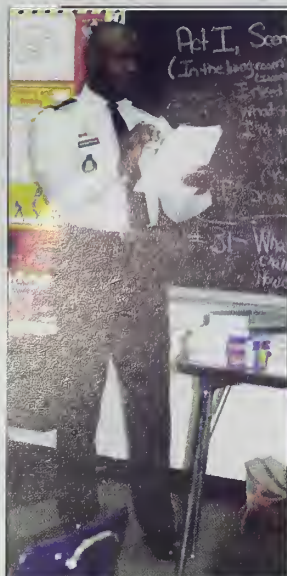
to be different because he's going to be a month ahead of me in everything we do."

"It'll be fun, but then again it'll be challenging," Kirk said about being away from his brother. "We just take it as it comes."

The two Chouteau High graduates are more focused on the opportunities waiting for them in the Army. Keith is already enlisted as a combat engineer and Kirk signed on for the military police.

"I'm looking forward to learning new things and doing different things," Kirk said. "It's a new thing in life."

"I'm looking forward to a college education," Keith explained. "The military will provide training and discipline, because that's what it will take in the real world these days."



Sgt. 1st Class Greg Henderson reviews some of the students' writings.

Recruiter Novelist

Story and photo by Vernetta Garcia, Columbia Battalion

Always recruiting and supporting recruiting! Recruiter, instructor, novelist, and a master of his own destiny, Sgt. 1st Class Greg Henderson is doing it all and inspiring others along the way. He is a former Syracuse Battalion recruiter, currently

an instructor at the Recruiting and Retention School and has just debuted his new novel "The Fantasy Master," which is self-published.

"I give credit to the Army, without that discipline I would not have finished the book," explained Sergeant Henderson.

After hearing about Henderson, the novelist, Dr. Marva Manigault, Advanced English instructor at Lower Richland High School invited him to her classes to speak with students. The class was working on a one-act play presentation and Manigault felt the students would benefit from his expertise.

He gave the students a brief history of his career. Then he conducted a mini workshop, helping the students refine their writing skills.

"It's a gift to be able to put your words on paper and give it to others," Henderson stressed. "If you're pursuing something, people will come along and put stumbling blocks in front of you, but keep going because that means you're headed in the right direction."

Students loved the workshop and enjoyed Henderson. "It was very good, he is very positive," said one student.

Manigault commented how impressive he was and felt he went above and beyond inspiring and encouraging the students.

"They really enjoyed him, he had a positive influence on them," said Staff Sgt. George Galloway the local recruiter for the school. "I was surprised, but he really helped change their minds about the military."

Local Twins See the Army as a Good Fit

Story and photo by Leslie Ann Sully, Columbia Battalion

"We might look alike but we have different mind sets," Jonathan Bragg said of himself and his identical twin brother Jason, age 20. Since the brothers began living apart about four years ago, they haven't done much together except when they were in school at Summerville High. They even chose to go to different colleges but each one, for different reasons, decided school wasn't what he was looking for right now. The Army, it seems, is a fit for both.

"I decided to join after seeing that Jason got everything he wanted," Jonathan said.

Jason went to Spartanburg Methodist College but decided to move back home after one year. He went to Trident Technical College for one semester before deciding to follow through with something he had wanted to do in high school — join the armed services. So he went to the local Summerville Recruiting Station where he met Staff Sgt. Terrence Goff. "I tell them the information and let them make the decision," Sergeant Goff said about how he treats all potential Soldiers.

"Jason told me everything I needed to know and I set up his appointment for his Army physical," Sergeant Goff said. Jason studied criminal justice in college so he is glad he got his first job choice of military police.

Jonathan was attending Horry Georgetown Technical College and he also knew he needed a change. His brother told him what he had done. "I'm not going to say anything," Jason said. "I'm just going to take you to my recruiter."



Jason Bragg; Staff Sgt. Terrence Goff, Summerville Recruiting Station; and Jonathan Bragg after the twins joined the Delayed Entry Program.

Jonathan did not score high enough on the ASVAB for his first job choice but is happy with becoming a combat engineer. "After my initial enlistment, if I decide to stay, I might look into changing jobs," he said.

Jason said he was happy with his decision; he just wishes he could start now instead of waiting until April 2005. "I got the job I want and I can see myself staying in the Army past my first enlistment," he said. "I believe I am really going to like it."

"They are very dedicated DEP members," said Sgt. 1st Class Anthony Richter, Summerville Army Recruiting Station commander. "They both come in once a week, looking for knowledge to improve themselves or see if they can help us in recruiting. We have already asked for them to come back on the Hometown Recruiter Assistance Program once they finish their basic and advanced individual training."

The twins' recruiter also had high praise for them. "They are already like Soldiers that I want in our Army," Sergeant Goff said.

SWISH! — Nothing But Net!

Story and photo by Tim Paullin, Dallas Recruiting Battalion

The Dallas Recruiting Battalion Rangers are taking lead generation to a new level by hoopin' it up with the NBA. The Dallas Rangers recently teamed up with the Dallas Mavericks to form a partnership in efforts to penetrate their college market.

In partnering with the local NBA team like the Dallas Mavericks, the Dallas Rangers are focusing on a positive marketing objective, associating the Army with a "cool" image like a professional basketball team.

The Army/Mavs College Tour includes eight college campus visits in the Dallas Ranger Recruiting area. The college visits includes the Dallas Mavericks SUV branded in the Mavericks color scheme and a PS2 with the latest NBA Live game. An inflatable basketball toss is set up where prospects can shoot some hoops for a chance to spin the Mavericks' Wheel of Fortune.

There is also an Army of One football toss set up to entice students to earn a premium give-away by making three in a row. And if basketball or the football toss is not your speed, then you can pump out pushups at the Army of One Pushup Challenge. Here students compete for the most pushups during the two-hour event.

Those students who make the most baskets, tosses and pushups will receive two tickets to an upcoming Mavericks' home game.

In addition to the on-site presence and lead generation at the school visits, the Mavericks have a register to win pop-up button on the Dallas Mavericks' Official Web page. Individuals can go to the Web and enter to win and the leads are then generated and processed for the recruiters to use. So far the Web page has generated more than 350 leads since November.



Sgt. Gary Quick Jr., an Arlington South recruiter, Dallas Company, Dallas Recruiting Battalion, explains the rules for the football toss to a UTA student. If students make three tosses in a row, they receive an Army of One T-shirt or hat.

The college visits have produced more than 700 leads since the first school visit in January and produced four contracts.

"This is a fantastic example of teaming with our local sports team," explained Lt. Col. Patrick J. Walsh, Dallas Battalion commander. "The Mavericks appeal to the 17-24 year old market and our close association has increased our lead generation from the universities and has produced quality contracts.

"Essentially," he added, "this is a great way to penetrate the college market with the schools vying for an Army visit. We plan to continue our relationship with the Mavericks and expand this effort to other major sports teams in the Dallas area."



Sgt. Jeremiah Weaver, Livermore Recruiting Station, stands next to his 1997 Honda Civic.

Cool Car Turns Into Army Leads

By Tom Blackwood, Sacramento Battalion

Just ask Sgt. Jeremiah Weaver from the Livermore Recruiting Station what he

thinks of "hot cars." Fast sporty cars like you see in the movie "The Fast and the Furious" seem to attract younger audiences all around the country.

Sergeant Weaver's idea of fixing up his car and showing it off to students has paid off for him. His last college career fair at Los Positas Junior College produced 18 leads, five appointments, and one contract. While working the college job fair, Sergeant Weaver noticed a college car exhibit show going on at the same time. Without hesitation, he moved his car and the Army recruiting display near the car show.

"I pulled the car up, parked it at an angle, wiped it down, and stood next to it

with a stand up RPI rack," said Sergeant Weaver.

When Army recruiters from the Livermore Recruiting Station go out to their local area high schools, the kids would comment, "I saw the Army car, pretty cool!"

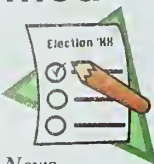
This kind of recognition can work in the recruiter's favor. A common bond of interest may also lead to an opening conversation between a recruiter and a potential prospect. This approach can often make a recruiter's job a whole lot easier. If you can share common ground in your beginning conversation, you have a better chance in obtaining a lead.

As Sergeant Weaver concluded, "I think that if you can reach the level the kids are at by using a car, it may inspire kids to understand that they can still be in the Army and drive a car like mine."

Do's & Don'ts for Members of the Armed Forces

*Voting Information
News, March 2004*

Voting Information News



During an election year, many active duty military members may wish to get involved in campaigning for their favorite candidate. What are the limits to their participation? Department of Defense Directive 1344.10, which covers Political Activities by Members of the Armed Forces on Active Duty says that an Active Duty member of the Armed Forces:

- ☑ May register, vote, and express his or her personal opinion on political candidates and issues, but not as a representative of the Armed Forces.
- ☑ May promote and encourage other military members to exercise their voting franchise, if such promotion does not constitute an attempt to influence or interfere with the outcome of an election.
- ☑ May join a political club and attend its meetings when not in uniform.
- ☑ May serve as an election official if such service is not as a representative of a partisan political party, does not interfere with military duties, is performed while not in uniform, and with prior approval of the Secretary concerned.
- ☑ May sign a petition for specific legislative action or a petition to place a candidate's name on an official election ballot, if the signing does not obligate the member to engage in partisan political activity and is done as a private citizen and not as a representative of the Armed Forces.

☑ May write a letter to the editor of a newspaper expressing the member's personal views on public issues or political candidates, if such action is not part of an organized letter-writing campaign or concerted solicitation of votes for or against a political party or partisan cause or candidate.

☑ May make monetary contributions to a political organization, party, or committee favoring a particular candidate or slate of candidates.

☑ May display a political sticker on the member's private vehicle.

The same Defense Directive 1344.10, says that Active Duty members of the Armed Forces may not engage in certain activities. Members of the Armed Forces:

- ⊖ May not use official authority or influence to interfere with an election, affect the course or outcome of an election, solicit votes for a particular candidate or issue, or require or solicit political contributions from others.
- ⊖ May not be a candidate for civil office in Federal, State or local government, or engage in public or organized soliciting of others to become partisan candidates for nomination or election to civil office.
- ⊖ May not participate in partisan political management or campaigns, or make public speeches in the course thereof.
- ⊖ May not solicit or receive a campaign contribution from another member of the Armed Forces or from a civilian officer or employee of the United States for promoting a political objective or cause.
- ⊖ May not speak before a partisan political gathering of any kind for promoting a partisan political party or candidate.
- ⊖ May not use contemptuous words against office holders

described in 10 USC 888.

⊖ May not perform clerical or other duties for a partisan political committee during a campaign or on an election day.

⊖ May not solicit or otherwise engage in fundraising activities in Federal offices or facilities, including military reservations, for a partisan political cause or candidate.

⊖ May not sell tickets for, or otherwise actively promote, political dinners and similar fundraising events.

⊖ May not allow or cause to be published partisan political articles signed or written by the member that solicit votes for or against a partisan political party or candidate.

⊖ May not serve in any official capacity or sponsor a partisan political club.

⊖ May not participate in any media or group discussions as a partisan advocate.

⊖ May not conduct a political opinion survey.

⊖ May not march or ride in a partisan political parade.

⊖ May not display a large political sign, banner, or poster on a private vehicle (bumper stickers are allowed).

⊖ May not participate in any partisan effort to provide voters with transportation to the polls.

⊖ May not attend partisan political events as an official representative of the Armed Forces or while in uniform.

This list is only meant as a guide. If you have specific questions consult DOD Directive 1344.10 or your legal or JAG officer.

Federal Voting Assistance Program Web site is www.fvap.gov or call 1-800-438-8683).

The right to vote is a cherished freedom, as we are reminded daily by the struggles towards democracy in Afghanistan and Iraq.

Defense Department Introduces Global War on Terrorism Medals

American Forces Press Service

Military members serving at home and abroad in the war on terrorism will now be recognized for that service. Defense officials announced the final approval of two new medals and their criteria.

Individuals who have deployed to operations Enduring Freedom or Iraqi Freedom will be awarded the Global War on Terrorism Expeditionary Medal. The Global War on Terrorism Service Medal will be awarded to those who served in airport security operations in the United States following the Sept. 11, 2001, attacks or who supported operations Enduring Freedom, Noble Eagle or Iraqi Freedom.

"These medals recognize the significant contributions members of the armed forces bring to bear in combating terrorism in all forms throughout the world — for both current and future operations," stated a DOD news release.

Individuals can receive both medals if they meet the individual criteria, officials said.

To be awarded the expeditionary medal, individuals must have been deployed outside the United States for OEF or OIF for 30 consecutive days or 60 nonconsecutive days. The time requirement is not needed if the individual engaged in combat, was wounded or killed in action, or was medically evacuated for any reason, officials said.



The Global War on Terrorism Service Medal has an eagle and wings display, with a terrestrial globe and the inscription "War on Terrorism Service Medal." The reverse side features a laurel wreath. The medal's final approval was announced Feb. 26.

The area of eligibility encompasses the U.S. Central Command area, excluding the lower Horn of Africa; Middle East; eastern Turkey; Philippines; Diego Garcia; and all air spaces above the land and adjacent water areas, according to the release.

Each day aircrew members fly sorties into designated areas counts as one day of deployment toward the 30- or 60-day requirement.

Individuals engaged in actual combat may be eligible for battle stars on the expeditionary medal. Only a combatant commander can initiate a request for a battle star, and the chairman of the Joint Chiefs of Staff is the approving authority for them, the release states.

Personnel eligible to receive the Global War on Terrorism Service Medal must have participated or supported operations on or after Sept. 11, 2001. Service medal eligibility dates run from Sept. 27, 2001, until May 31, 2002, for individuals who served in airport security operations.

The same 30- or 60-day requirements apply to the service

medal as to the expeditionary medal.

"Each military department will prescribe appropriate regulations for processing awarding and wearing of the medals and ribbons for their service members, to include application procedures for veterans, retirees, and next-of-kin," the DOD release stated.

Army to Reset into Modular Brigade-Centric Force

By Gary Sheftick, Army News Service

(Editor's note: This article updates the Army chief of staff's "modularity" focus area.)

As units return from Iraq, the Army will "reset" brigades into the fighting formations that will be needed in the future, a senior Army official said.

Under Army Chief of Staff Gen. Peter Schoomaker's "modularity" focus area, the 33 maneuver brigades in today's active-component Army will be

reset into 43 to 48 brigades. The Army will be temporarily "plussed up" by 30,000 troops to fill the added brigades, officials said.

The brigades will be smaller but more lethal, officials said, including artillery and reconnaissance assets previously at the division level.

Some corps assets, like aviation and artillery, will move down to the divisions.

The number of divisions will remain at 10 in the active component.

"The worst thing we could have done right now is bring on more divisions," a senior Army official said, explaining that the Army doesn't need more headquarters staff; it needs more maneuver elements.

Each of the 10 divisions will have at least four maneuver brigades (instead of three) by 2006. Then the Army will make a decision if five more maneuver brigades will be added by 2007.

Along with the maneuver brigades, or "units of action," each division will also have an aviation brigade, a maintenance brigade and a "strike" brigade. For instance, a division could have two armored brigades, an infantry brigade, a Stryker Brigade Combat Team, and even a Marine Expeditionary Brigade attached, Army officials said. They said that the division headquarters will be more joint by design and have more potential for "force packaging."

Light infantry and heavy mechanized divisions, mountain divisions and armored divisions — all will be more similar and modular under the new plan. The seven different types of divisions today will become standardized, officials said, and be known as "units of employment."

In the future, a brigade could

be pulled from one division and fit right into another, a senior official said. In fact, he said a future rotation to Iraq might include brigades from five different divisions.

The intent is to create a modular "brigade-based" Army that is more responsive to regional combatant commanders' needs, officials said.

"War always provides you with a much harder look at formations than peace does," the senior Army official said.

The 3rd Infantry Division, which returned from Iraq in September, is serving as the first test bed of the modularity concept. One of its brigades will test the new structure next month at the National Training Center, Fort Irwin, Calif.

The 101st Airborne Division will be the next to undergo the structure change, officials have announced.

More than 200,000 Soldiers are currently on the move either deploying or redeploying from Southwest Asia.

"We're taking this window of opportunity to restructure forces for where we want to be in the Future Combat System," the senior Army official said.

"We're doing it with the most combat-tested and combat-experienced Army we've ever had," he said. "We have leaders at every level that understand the rigors of combat."

(Editor's note: The Army's 17 immediate areas of focus include: Soldier; Bench; Combat Training Centers/Battle Command Training Program; Leader Development and Education; Army Aviation; Current to Future Force; Network; Modularity; Active Component/Reserve Component Balance; Force Stabilization; Actionable Intelligence; Installations as Flagships; Authorities, Responsibilities, and

Accountability; Resource Processes; Strategic Communications; Joint Expeditionary Army with a Campaign-quality Capability; and Logistics. To view a brief synopsis of each area, visit The Way Ahead link at <http://www4.army.mil/ocpa>.

Sergeant Major Board First to Use Automated System

Army News Service

The upcoming Command Sergeant Major, Sergeant Major and Sergeant Major Course Selection Board will be the first promotion board that will use a totally automated Enlisted Selection Board System.

The 2004 CSM/SGM/SMC Board will convene at the U.S. Army Enlisted Records and Evaluation Center, Indianapolis, Ind., June 3. This board will be conducted using the ESBS.

The ESBS eliminates the need for hard copies of the Soldier's photo, enlisted record brief, official military personnel file, and if submitted, a memorandum to the board president. The documents will all be submitted to the voting members as an electronic file.

"Based on the successful test results of five previous enlisted boards, we're ready to go ahead and fully implement this system," said Robert Wagner, chief of the Department of the Army Secretariat at Enlisted Evaluation and Records Center.

Noncommissioned officers eligible for the board can review their electronic board file via the EREC Web site at www.hrc.army.mil, by clicking on Human Resources Command Indianapolis, and then "Promotion File."

Within the promotion file there are several tabs (OMPF, Photo, ERB, and Statements). NCOs eligible for this board should check the OMPF for missing or incorrect documents, review the photo to ensure it is current and screen the ERB to ensure the data is correct. Also, NCOs eligible to be considered for command sergeant major must process an acceptance or declination statement. Soldiers who do not want to be considered for promotion to sergeant major or attendance at the SMC can execute a declination statement.

Memorandums written to the board president will be scanned into the electronic board files for presentation to board members.

NCOs eligible for consideration by this board must still review and sign a hard copy ERB at their servicing personnel office. A hard copy board record will be assembled as a backup for this first electronic board.

For more information about the upcoming board call the DA Secretariat Board Support Branch at 317-510-3641/3642/3691.

(Editor's note: Information submitted by HRC Public Affairs.)

Strategic Communications Leverage Army Story

By Spc. Lorie Jewell, Army News Service

(Editor's note: This is one of the chief of staff of the Army's focus areas.)

A Soldier tucks a plastic card displaying the Soldier's Creed and the Army values into his wallet.

At a school career fair, students pick up a brochure that

Angelle Savoie, Antron Brown Honored by Association for Diversity in Motorsports

U.S. Army Racing Pro Stock Bike riders Angelle Savoie and Antron Brown honored by the Association for Diversity in Motorsports at its annual awards dinner on the campus of Winston-Salem State University.

Savoie and Brown each received "Trailblazer" awards for their accomplishments as minority drivers in the NHRA POWERade Drag Racing Series. The Trailblazer Award is presented to individuals who are pioneers in their area of motorsports.

"Any time you get an award from your peers, that's special," said Brown. "And, to be singled out for helping raise the awareness of minorities in racing, that also means a lot."



Antron Brown reads for a race.



Angelle Savoie leaves the starting line.

"Antron and I always want to be thought of as role models for minorities looking to get involved in motorsports," added Savoie. "Getting an award like this helps that process along."

The theme of this year's awards dinner is "Traditions of Excellence ... Pathways to Promise." Members of Wendell Scott's family will be in attendance. Scott is the first and only African-American to win a NASCAR Grand National (now Nextel Cup Series) race.

Also attending were NASCAR Busch Series driver Carlos Contreras and Carlos Kuri, the first Mexican driver to win two titles in the Champion Boat category of hydroplane racing.

"We're obviously going to be mixing with some pretty heavy hitters from the world of motorsports and entertainment," offered Brown.

describes our Army at war, and how it remains relevant and ready while moving from the current to future force. An action-filled video plays on a television screen, showing the Army's new Stryker infantry carriers on the move.

A senior leader tells the Army story to an audience of executives at a corporate

function; a young sergeant shares his take on force stabilization at the family dinner table.

A grandmother surfing the Web clicks on the Army's Web site to learn more about her granddaughter's new duty station.

From small, ordinary gestures and everyday conversations to

eye-catching promotional materials and tactical speeches, strategic communications is the method by which the Army delivers its messages to those in and out of uniform. It's one of 17 focus areas Army leaders have developed as a means for strengthening efforts to win the Global War on Terrorism.

"It's about communicating to our audience what's going on in the Army, and explaining it in terms or concepts people can understand, so that they can be a part of achieving the goal," said Col. Nelson McCouch, who heads the strategic communications division in Office of the Chief of Public Affairs. "They can't support something if they don't know anything about it."

The role of OCPA's strategic communications is to develop and implement plans for getting internal and external media to support the Army's campaign plan with articles that explain what's going on, Colonel McCouch said.

There are two other 'legs' that support the effort to disseminate information – the Office of Congressional Legislative Liaison and the Office of Strategic Communications. OCLL's strategic communications team is responsible for making sure the Army's messages are delivered to legislators on the hill in a timely fashion, said Col. Wayne Sauer, who heads that office.

"The Army wants Congress to know what's going on so they can do something about it during the congressional cycle," Colonel Sauer said.

In the Office of Strategic Communications, the mission to deliver the Army story is similar to OCPA. Whereas OCPA focuses on informing Soldiers, family members and the public at large through the media, STRATCOM's audience is

expanded to target senior Army leaders – active and retired – business and social executives, and academic and think-tank representatives.

"We are trying to instill a culture of engagement so that everyone at all levels tells the Army story the same way," said Patti Benner, STRATCOM director.

Benner's department works to develop long-term themes and messages, and how to deliver them over time periods that range from months to five years.

How messages are delivered by OSC falls to its outreach program. The program is tasked with building and strengthening relationships with national security decision makers or those with influence; the private sector and not-for-profit organizations; and academic institutions and communities. Its mission also involves providing information to the Army family.

Anyone who gets the Army message, understands it, supports it and passes it along, in essence becomes a partner with the Army, Benner said.

As technology continues to drive everyday life, the Internet proves to be a reliable tool for giving Soldiers, their families and friends, and the general public anything they could possibly want or need to know about the Army, where it's heading and how it plans on getting there, said Lt. Col. Mark Wiggins, director of the Army's Web page (www.army.mil). The Web site operates under the STRATCOM umbrella.

The Army has had a presence on the Internet since 1995. The site was last overhauled in 2001. It averages just over 4 million hits a month from more than 140 countries, he said.

(Editor's note: To view a brief synopsis of each focus area, visit The Way Ahead.)

2004 LAW DAY PROCLAMATION

Whereas, Law Day is a celebration of our great heritage of liberty, justice, and equality under law; and

Whereas, the U.S. Supreme Court case of *Brown v. Board of Education* is a landmark in the nation's march towards equality and a testament to the legal system's ability to establish and protect our rights; and

Whereas, the work of dedicated lawyers in *Brown v. Board of Education* and in hundreds of other cases challenging segregation demonstrated the highest standards of advocacy in the service of a great cause; and


Whereas, *Brown v. Board of Education* not only ended legally imposed segregation in the schools but was instrumental in ending it in parks, libraries, and all other public institutions; and

Whereas, the decision in *Brown v. Board of Education* inspired and gave heart to the civil rights movement and helped usher in an unprecedented era of progress; and

Whereas, May 17, 2004, is the fiftieth anniversary of the decision in *Brown v. Board of Education*;

Now, therefore, as we celebrate Law Day 2004, we acknowledge this great milestone case and its moral and legal imperative of equality under law, and we renew our commitment to a society of equality of opportunity and to a recognition of the value and richness of our diversity as a people.

Now, THEREFORE, I, as Commander of the United States Army Recruiting Command, do hereby designate May 1, 2004, as Law Day and call upon all USAREC Soldiers, civilian and contract employees, and family members to celebrate and commemorate the role of law in our lives.


MICHAEL D. ROCHELLE
Major General, USA
Commanding

New Civilian Personnel System Moves Forward

By Donna Miles
American Forces Press Service

The Pentagon's personnel chief said he hopes to bring the first 300,000 civilian Defense Department employees under the new National Security Personnel System within the next six months.

Undersecretary of defense for personnel and readiness, David S. Chu, stated that progress is continuing on all fronts.

Chu said the new system will give "more flexibility" to manage its civilian work force.

Among the new system's incentives is that it rewards top performers. "Pay, which now is often driven largely by tenure and longevity, will be much more tied to what you contribute to the mission and the organization," Chu said.

Gold Badges

RSM FEBRUARY 2004



ALBANY

SSG Jared Runlett
SSG Charles O'Malley
SSG Christopher Dunham
SGT Jon Vieira

ATLANTA

SFC Kirk Stokem
SFC Fabian Byrd
SSG Tei Tawiah

BALTIMORE

SGT Anthony Joseph

BECKLEY

SSG Troy Eastland III

CLEVELAND

SFC Chad Sanders
SGT Eric Lanza

COLUMBIA

SFC Sharlene Gilmore

COLUMBUS

SFC Richard Goode
SSG Eric Blyberg

DALLAS

SSG Marc Thomas
SGT Valente Mena

GREAT LAKES

SGT Brad Duby
SGT Steven Adkins

HOUSTON

SSG Joseph Soldato

INDIANAPOLIS

SSG Karen Williams
SSG Nathan Stone

JACKSONVILLE

SSG Michael Wiggins

KANSAS CITY

CPL Justin Bush

LOS ANGELES

SGT Lee Highsmith

MID-ATLANTIC

SSG Keith Garrison
SSG Samantha Lienhop
SGT Jonathan Butler

MINNEAPOLIS

SSG Scott Finkelson
SSG Jeremy Donnelly
SSG Lonnie Garrett

SGT Ronnie Simonsen

MONTGOMERY

SFC Ronald Crutcher
SSG Mark Conneway
SSG Sulaimaan

Abdur-Raheem

SGT Gary Decker

NASHVILLE

SFC Audie Person
SSG Victoria Ogboo
SSG Lorain Golson
SSG Jason Harris
SGT Sean Lenn

SSG Tracy Perkins
SGT Shawn Burnette
SGT Eric Lowrance
SGT Edward Jones

NEW ENGLAND

SSG Christopher
Nothdurft
SSG Joseph Frechette
SGT Everett Leshner

NEW ORLEANS

SFC Damon Mitchell
SFC Marc Palermo
SFC Myron Harris
SSG Kevin McNeal
SSG Arturo McFarlane
SSG Archie Breaux
SSG Jade Miller
SSG Kevin Brousard
SSG Jamey Young
SSG Alonzo Alvarez
SSG Willie Harrell
SGT Kimberly Green

PITTSBURG

SGT Kevin Hagberg

PORTLAND

SSG Douglas Duval
SSG William Cox

SACRAMENTO

SSG Jason Casey
SSG Jericho Del Rosario
SPC Michael Bratt

SALT LAKE CITY

SSG Craig Lower

SAN ANTONIO

SFC Demetrius Dangerfield
SSG Juan Pollette
SGT Christian Sandoval

SGT Daniel Stubbs

CPL Glen Grabs

SEATTLE

SSG Anthony Clark
SGT Dorothy Dorman

SOUTHERN CALIFORNIA

SSG Oscar Castellon
SSG Shawn Bates
SSG Leslie Mcauley
SSG Timothy Loomis
SSG Tyrone Vargas
SSG Anthony Gutierrez
SGT Solomon Preciado
SGT Cedric Workman
SGT Catherine Langer
SGT Albert Culanding
SGT Christopher Evans
SGT Dexter Ward
SGT Derek Stevens

ST. LOUIS

SFC Gary Moore
SFC Kevin Cooke
SSG Andrew Treydte
SSG Adam Marik
SSG Jeremy Edwards
SGT Ronald Ethridge
SGT Karl Dubbelde
SGT Shannon Hawkins

SYRACUSE

SSG Raymond Kerr
SSG Joseph Multunas
SSG Bradford
Killebrew

SSG Kevin Wingard
SGT Donovan Miller
SGT Daniel Gerhardt
SGT Daniel Monheim
SGT Benjamin Beebe

Recruiter Rings

RSM FEBRUARY 2004

1ST AMEDD

SFC Clarence Quarterman

3D AMEDD

SSG Loren Mason

ALBANY

SFC Jeremy Richmond

ATLANTA

SSG Wadus Davis

BALTIMORE

SSG Sabrina Fulgham

SSG William Pace

BECKLEY

SFC Girod Barnum

SSG Robert Linebarger

COLUMBIA

SSG Alphonso Clark

DALLAS

SFC Adolfo Arias

SFC Brian Rennert

SGT David Allen

SGT Steven Zित्रauer

GREAT LAKES

SFC Kevin Bowman

SSG Billy Winchester

INDIANAPOLIS

SSG Jeffrey Stensrud

JACKSONVILLE

SFC Christopher Alford

SSG Arnold James

LOS ANGELES

SFC Thomas Sherman

SFC Stephan Bell

SSG Gerald Palmer

SSG Benaiah Hicks

SSG Gary Green

MILWAUKEE

SFC Shawn Russo

MINNEAPOLIS

SFC Raymond Wilson

SFC Craig Adkins

SFC David Simmons

SSG Jeffrey Peppin

SSG Gary Flowers II

SSG Ovidio Correa-

Rodriguez

SSG John White

MONTGOMERY

SFC Christopher Payne

SSG Daniel Bulot

NEW ENGLAND

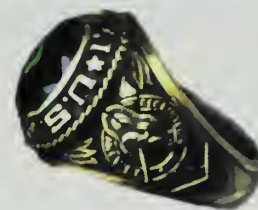
SSG Thomas Brown

PHOENIX

SFC Volker Russ

SFC Michael Colonmateo

SFC Ronald Megginson



SSG Bryn Luckenbill

SSG Loren Miller IV

SSG John Cannon

SSG Bryan Metcalf

SSG James Hawley

SSG Rick Lopez

SSG Rigoberto Duran

SSG Kenneth Palumbo

SACRAMENTO

SSG Scott Seeley

SSG Ruben Camacho

SEATTLE

SSG Dennis White

SOUTHERN

CALIFORNIA

SSG Gregory Cowell

SSG Octavio Escatel

Morrell Awards

RSM FEBRUARY 2004

3D AMEDD

SFC Trevor Bethel

ALBANY

1SG Andy Mori

ATLANTA

SFC Raymond Spears

SFC Kevin Gaylord

COLUMBIA

SFC Bobby Chatman

SFC Jonathan Griffin

DALLAS

SSG Christopher Whalen

HOUSTON

SFC Rafael Garcia

JACKSON

SFC Randall Gentry

LOS ANGELES

MSG Reginald Washington

MIAMI

SFC Jose Roman

MINNEAPOLIS

SFC Roger White

MONTGOMERY

SFC Billy Hicks

SFC Rodney Lee

NASHVILLE

SFC Fred Littleton

NEW ENGLAND

SFC Jason Krogstie

SSG Daniel Francis

KANSAS CITY

SSG Douglas Hilburn

OKLAHOMA CITY

SFC Gary Critser

PITTSBURGH

1SG Troy Brown

SFC Daniel Baxa

SFC James Baker

PHOENIX

SFC Michael Pridgeon

SFC Barry West

SFC Gregory Hubby

SFC Michael Cummins

SFC Valecia Rogers

SFC Craig Flint

SSG Wade Town

SSG Kenneth Riley

SSG Tiphany Ward

PORTLAND

SSG Konrad Wilson



RALEIGH

SFC Michael Roach

SFC Laura Morrow

SACRAMENTO

SSG Ricardo Herrera

SALT LAKE CITY

SFC John Canestaro

SAN ANTONIO

SFC Christopher Stovall

SEATTLE

SSG Gregory Frigon

SYRACUSE

SFC Chris Warren

1. What is the maximum dollar amount a recruiting battalion can authorize for a Center of Influence function?
 - a. \$250
 - b. \$375
 - c. \$1,000
 - d. \$1,500
2. A COI's spouse can be invited and funded to participate in COI functions if:
 - a. the battalion commander invites him or her
 - b. there is justification for their participation
 - c. the vendor includes the spouse in the headcount
 - d. No prerequisite. Spouses are always funded for these events.
3. COI event funds cannot be used for:
 - a. meals
 - b. refreshments
 - c. nonalcoholic beverages
 - d. rental of facilities
4. A COI event will normally be conducted within each recruiting _____ during each calendar quarter.
 - a. station
 - b. company
 - c. battalion
 - d. brigade
5. The \$15 cost per person limit at COI functions does not include non-exempt tax and gratuity.
 - a. True
 - b. False
6. A recruiter may be reimbursed for expenses incurred during bona fide recruiting activities while in a leave status.
 - a. True
 - b. False
7. According to UR 56-1, the recruiting _____ commander is the approval authority for domicile to duty.
 - a. station
 - b. company
 - c. battalion
 - d. brigade
8. When using a rental vehicle at the government's expense, how many hours after consuming alcohol or controlled substances must you wait before to operating the vehicle?
 - a. 24
 - b. 12
 - c. eight
 - d. six
9. If an applicant has no new or alleged charges after a Police Record Check (DD Form 369) has been obtained, the validity period for the DD Form 369 is:
 - a. 90 days
 - b. six months
 - c. two years
 - d. indefinite
10. USAREC FL 41 is required when:
 - a. a potential applicant has any confinement time
 - b. a potential applicant has more than 48 hours confinement time
 - c. a potential applicant has more than 24 hours confinement time and requires waiver processing
 - d. a potential applicant was on probation within the last 10 years
11. According to FM 7-22.7, physical courage is overcoming fears of bodily harm while performing your duty. Moral courage is:
 - a. handling a leadership position with professionalism while under fire
 - b. overcoming insurmountable obstacles to do what is right
 - c. overcoming fears while doing what is right even if unpopular
 - d. being honest with one's self
12. IAW FM 7-22.7, leaders must ensure realistic training is safe. Safety awareness protects:
 - a. training readiness
 - b. combat power
 - c. the unit's reputation
 - d. a leader's career
13. IAW FM 7-22.7, mandatory face-to-face performance counseling between the rater and the rated NCO is required under the NCOER system.
 - a. True
 - b. False
14. Which one is not true? As primary trainers, NCOs are responsible to:
 - a. account for their Soldiers
 - b. conduct rehearsals
 - c. retrain Soldiers when standards are not met
 - d. train Soldiers based on a training time requirement
15. The AAR has four parts. Which of the following is not a part of the AAR?
 - a. determine how the task should be done differently next time
 - b. establish what happened
 - c. develop a plan of action
 - d. review what was supposed to happen

The answers to this month's test can be found on the opposite page.

Mission Box

The Achievements of One that Contribute to the Success of the Team



RSM February 2004

Top Regular Army Recruiter

SGT Allison Johnson
Albany

SSG Jason Hawkins
Nashville

SSG Lonnie Garrett
Minneapolis

SFC Jimmy Bowie
Houston

SGT Steven Woods
Seattle

Top Army Reserve Recruiter

SGT Michael Stuart
New York City

SFC David Morrison
Montgomery

SSG Christina Peoples
Chicago
SGT William Nadolski
Indianapolis

SSG Reggie Gentry
St. Louis

SFC George Ybarra
Phoenix

Top Limited-Production Station

Syracuse
Syracuse
SFC Angelia Johnson

Goldsboro
Raleigh
SFC Kenneth Brulport

Brookings
Minneapolis
SSG Lonnie Garrett

Iowa City
Des Moines
SFC Robert Rawlins

Eugene
Portland
SFC Billy Stripling

Top On-Production Station

Columbia
Baltimore
SFC Nicole Brown

Sylvia
Columbia
SFC Robert Ezzell

Owosso
Great Lakes
SSG Craig Russell

Marble Falls
San Antonio
SFC Ricky Grelk

The Dalles
Portland
SFC Jeffrey Winters

Top Company

New York City Metro
New York City

North Dade
Miami

Fort Wayne
Indianapolis

Conroe
Houston

Alaska
Seattle

Top Battalion

St. Louis

Top Army Medical Department Detachment

Central

Mississippi/Tennessee

Chicago

Dallas

Northwest

Answers to the Test

1. d. USAREC Reg 1-18, 4b
2. b. USAREC Reg 1-18, 4d
3. d. USAREC Reg 1-18, 4b and 4j
4. b. USAREC Reg 1-18, 4g
5. b. USAREC Reg 1-18, 4h
6. a. USAREC Reg 37-16, 4d
7. c. USAREC Reg 56-1, 3-3b

8. c. USAREC Reg 56-1, 3-5a (Note)
9. d. USAREC Reg 601-94, 5g
10. c. USAREC Reg 601-94-5m
11. c. FM 7-22.7, page 1-25, Section 1-57
12. b. FM 7-22.7, page 4-13, Section 4-35
13. a. FM 7-22.7, page 5-11, Section 5-23
14. d. FM 7-22.7, page 4-11, Section 4-30
15. c. FM 7-22.7, page 4-17, Section 4-47



The USAREC Spouse's Creed

I am a Soldier's spouse.

I am a recruiter's spouse and a member of the team.

I support the Soldiers of the United States and endorse the Army Values.

I will always place my Soldier and my family first.

I will remain strong in the face of adversity.

I will live the mission being executed.

I will never leave a family member behind.

While my Soldier serves, I fulfill many roles:

I am prepared and I remain flexible; I support and I lead.

I am self-reliant and yet I appreciate assistance. I am resilient.

I give to the community when I can and remain supportive when I can't.

I work and I stay at home.

On the home front, I am the expert and the professional so that my Soldier can concentrate on the mission.

I am a teacher of others, and I learn from others.

I am sensitive and I am strong. I listen and I speak for myself and for others.

I stand committed and dedicated to my Soldier.

I am a facilitator of freedom and the American way of life.

I am a USAREC spouse.

Written by

Wendy Weirick Burton and Loretta Darosa

